


In Two Parts—Part I

Sales Management

THE MAGAZINE OF MARKETING



*Your Corporation
Krusas Gift Guide
Part II
this issue*

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In "Space War" Contest**

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A
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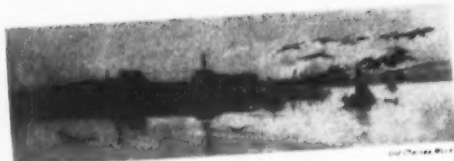
SEPT • 1 • 1953

**"We have advertised in
House Beautiful
regularly for 57 years... intend
to continue and expand..." writes
Samuel Cabot Jr., Treasurer of
Samuel Cabot, Inc.**



MR. SAMUEL CABOT JR.

Cross Colophanes
House & Trim Paints
Asbestos Shingle Coating
Roofing Colophanes
Gouache White
Old Virginia White
Stucco & Brick Coating
Waterproofing
Brush Cleaner
Stain Wax



Samuel Cabot Inc.
MANUFACTURING CHEMISTS
ESTABLISHED 1877
CREOSOTE SHINGLE STAINS
COLLOPHANES FOR EVERY PAINT PURPOSE

Coal Tar Products
Creosote Oils
Conserve Insulation
Fireproofing
Rope Preservation
Tarsol
Lubri-Tarson
Kleanon
Kleanon

Offices
BOSTON
New York Chicago
Minneapolis
141 Milk St.
Boston 9, Mass.
Tel. BRANCO 4-1110

May 6, 1953

Mr. Richard A. Hoefer, Publisher
HOUSE BEAUTIFUL Magazine
572 Madison Avenue
New York 22, New York

Dear Mr. Hoefer:

We have advertised in HOUSE BEAUTIFUL regularly for 57 years!

Over all these years, in peace and war, in good times and bad, HOUSE BEAUTIFUL has produced uniformly satisfactory results: high grade inquiries at low cost. HOUSE BEAUTIFUL reaches just the market that we want to hit: the responsible home-owners who take pride in their houses and want to buy quality products for them. The editorial content of HOUSE BEAUTIFUL is appealing and presented with good taste.

Speaking from 57 years of experience with advertising in HOUSE BEAUTIFUL, we at Samuel Cabot, Inc., know that it pays to pick your best market and stick with it.

That's why we intend to continue and expand our advertising campaign in this profitable advertising medium.

Yours truly,

SAMUEL CABOT INCORPORATED

Samuel Cabot Jr.
Treasurer

After 57 years as a HOUSE BEAUTIFUL "regular", Samuel Cabot, Inc. is still expanding its advertising campaign in the magazine! More evidence that it pays to be a regular HOUSE BEAUTIFUL advertiser.

• sells both sides of the counter

House Beautiful
Magazine

572 Madison Avenue, New York 22, N. Y.



Surprise your wife (and yourself!)

It's a challenge! Take a day off from the office sometime and give your wife's job a whirl. But *do it right* . . .

Get the breakfast . . . dress the children . . . tidy the house . . . plan the shopping . . . do the laundry. You'll get *your* surprise! You'll be amazed at the size and special problems of home management.

How do women ever do it?

In over 4,500,000 homes they turn to McCall's—the magazine of Home Management—for the "how to" and "what with" information they need to run their homes.

And, in the process of getting ideas from the editorial pages, they become "sold" on the products they see on the advertising pages.

That's why McCall's is *the* way to sell to women.



McCall's



**sharp
shooting***



When you set your sights on more successful direct mail advertising, call on James Gray, Inc. for the weapons you'll need.



Thirty-four years of experience are in back of our expert, dependable mailing services, printing and lithographing facilities.



Every one of our competent sales representatives is a good soldier, well-trained in the minor as well as the major problems of direct mail.



Call Gray for counsel in your direct mail problems, without obligation. You'll find we make economy a target—with your own objectives at the bull's-eye.

***ask us how we help Service Laboratories draw a bead on bigger business**

James Gray Inc.

lithographers lettercraftsmen printers

**New York 17, N. Y.
216 East 45th St.
MURRAY HILL 2-9000**

Sales Management

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Just guess—and you'll pay for it! But observation of trends in consumer taste, study of sources of color influence, and sound research can combine to take most of the gamble out of the colors you choose for all the things you make.
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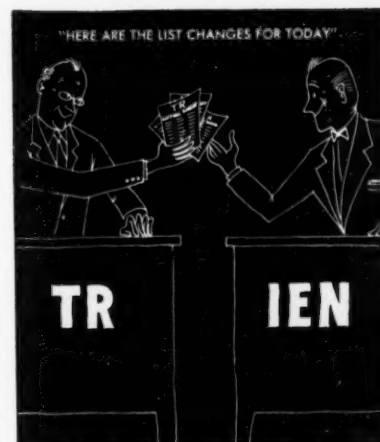
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Only IEN updates its reader mailing list DAILY like this...

In 12 months 63% of your prospects change...

JOBS, TITLES, or ADDRESSES

(According to a recently published study by McGraw-Hill)

Only the promptest updating of lists by publishers can assure the advertiser that he will reach the right specifiers and buyers when and where they are needed.

A magazine of controlled circulation can select exactly those you want to reach...providing it knows who and where they are and what they do...as of NOW.

Thomas Register of American Manufacturers has the facilities to gather this information DAILY on a national, industry-wide basis. With its 40 field service men and its unique cooperation of manufacturers everywhere who rely on the accuracy of their TR listing as a source of sales, it collects and records the hundreds of changes taking place each day.

And that's why nobody, but nobody, knows which buyers and specifiers select products as of NOW like Thomas Publishing Company, publisher of BOTH Thomas Register of American Manufacturers AND Industrial Equipment News.

TO HELP YOU SELL, ASK FOR:

1. The IEN Plan ☐
2. How to write a product news release ☐
3. How to prepare the most productive ads ☐
4. How to cash in on inquiries ☐
5. NIAA Report ☐
6. CCA Audit ☐

**Industrial
Equipment
News**



APPROVED BY (IEN) S. U.S., CANADIAN, BRITISH, AUSTRALIAN, JAPANESE, AND OTHERS

Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.

No Tail gate Loads . . .



Everything Locked Safe Inside—the MAYFLOWER Way

► No furniture . . . however valuable . . . need ever run the risk of exposure to damaging weather conditions on a long-distance move . . . when you order Mayflower Service. Nothing can ride on the tail gate, because Mayflower vans have no tail gates. Every single piece is safely placed and protected *inside* one of Mayflower's specially-designed and built, weather-proof vans. This is just another example of the precautions Mayflower has taken to assure complete safety for your employee's goods . . . just another reason why it will pay you to standardize on Mayflower for your company's personnel moves.

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



**AERO
Mayflower**

America's Finest

NATION-WIDE FURNITURE MOVERS



In Two Parts — Part I

EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1/60

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Jr., Gerald T. O'Brien.

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State 2-1264): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
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93102): Warwick S. Carpenter.

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DIRECTOR..... R. E. Smallwood
SUBSCRIPTION MANAGER..... C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT):
editorial and production offices: 1200 Land Title
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GENERAL MANAGER..... Philip Salisbury
SALES MANAGER..... John W. Hartman
TREASURER..... Edward Lyman Bill
VICE-PRESIDENTS..... C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



September 1, 1953 Volume 71 No. 5

BBDO Newsletter

- ① TV Trainer
- ② Fresh Air
- ③ Lovely Look
- ④ Snack Time



① TV helps train dealers as General Mills, BBDO Minneapolis client, opens a campaign for its new mixer, fryer-cooker, coffee maker, and grill-waffle baker. Dave Garroway demonstrates the line on *Today* (NBC-TV) during the week of Sept. 14. Direct mail and trade ads invite retailers to catch the show for useful selling tips. Big magazine schedule includes three *Post* back covers.



② "Please print the following exactly as I am dictating it." So begins etiquette authority Amy Vanderbilt's memo to Lucky Strike, setting the factual tone of this new newspaper series. Run in 69 cities, the campaign takes a fresh approach to cigarette advertising, features testimonials written by Lucky-smoking celebrities such as Alice Bauer and Rube Goldberg.



③ "Lanolin Plus does wonders for your skin." And the editorial-style copy that follows this headline does wonders for sales of Lanolin Plus cosmetics. Using 1,200 newspapers, BBDO Chicago makes the most of large space, proves that women read long copy, especially when it discusses beauty problems. Promotion in other media continues theme that Lanolin Plus means lovelier looks.



④ This series of easy-reading ads by BBDO Boston helps Wm. Underwood Company hold top position in the Deviled Ham market. Designed to get whole-family interest and promote Underwood Deviled Ham as a versatile spread, ads feature tempting recipes for unusual snacks and appetizers made with the product. The can is highlighted for quick recognition on dealers' shelves.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

In Chicago...WBBM is

GETTING BIGGER



ALL THE TIME!

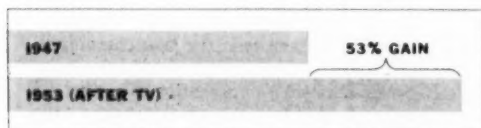
WBBM cops all the laurels for listening, year after year. And our laurels—like our audiences—are getting bigger as we go. Look at these:

SHARE OF AUDIENCE: WBBM's share of the Chicago radio audience is more than 50% bigger than our nearest competitor's...month after month!

QUARTER-HOUR WINS: WBBM is first in nearly six times as many quarter-hours as our nearest competitor...month after month!

LOCALLY-PRODUCED DAILY SHOWS: WBBM has 9 out of the top 10, 13 out of the top 15...month after month!

More significant, current ratings for WBBM-produced programs are 53% higher than in 1947* (before TV). They're also 15% higher than they were two years ago*—and this during TV's heyday!



Showmanship does it. On WBBM you'll find Chicago's top personalities, backed by Chicago's largest production staff. This combination produces the biggest shows, which draw the biggest audiences. That's why you'll get the biggest results on WBBM. For more information just get in touch with CBS Radio Spot Sales or...

WBBM 50,000 watts
Chicago's **SHOWMANSHIP** Station



*Same period
Source: Pulse of Chicago

HIGH CALORIE MARKET FOR LOW-CAL ITEMS!

ESSEX COUNTY:

10th in income!
11th in food sales!
12th in eat and drink!

NEW JERSEY:

1st in Sales volume
per super market!
1st in income per
family!

NEWARK NEWS

Evening and Sunday

Newark 1, New Jersey

O'Mara and Ormsbee, Inc.

The Human Side

Working for the T & P

For over two years Texas and Pacific Railway has spent most of its advertising money on advertisements which ask no one to ship or travel T & P. They don't even mention the railroad's service. These advertisements plug spiritual intangibles!

The current campaign—built around faith in God, in ourselves, in our fellow men and in freedom—carries an advertisement which forthrightly asks: "In God We Trust" . . . do we or don't we?" . . . then points out that, "The time has come to put aside small things and turn once more to the faiths which made our nation great . . ."

T & P has lines only in Texas, Louisiana and New Mexico. But it has published the "Four Faiths" advertisements, not only in 120 newspapers in its territory, but in national magazines whose circulation falls largely in states where T & P could hardly expect even indirect returns.

The man behind all this is the railroad's president, W. G. Vollmer. Religious to the point of having placed Bibles in all T & P lounge cars, he isn't the long-face variety of churchman. He believes in religion as a "cheerful, active, constructive force."

Each of his company's advertisements offers a booklet, "Our Four Great Faiths," written by Vollmer. Since the current campaign began last October more than 3 million booklets and 300,000 reprints of the advertisements have gone out in answer to requests. Eddie Rickenbacker asked for 10,000 booklets to distribute to everyone working for Eastern Airlines; mothers write to say they're sending the booklet to sons in Korea. Letters have come from uneducated people, from professors, from people in foreign countries. T & P estimates that 25 million people have seen the two campaigns.

Vollmer has been T & P's president since '45. Since then the old T & P has become very human indeed. One day—for instance—the Dallas office got a heartbroken letter from a little girl along the railroad's line: "Your big train killed my black cat named Cinder. He had one white whisker and I loved him very much. Marlene W—." T & P folks spent a lot of time locating another black cat with one white whisker and a lot more time patiently negotiating with a little boy and persuading him to swap the cat for a puppy. But one morning the same "big train" that had run over Cinder I stopped at Marlene's home. The engineer climbed down and put Cinder II in her arms. There wasn't a dry eye on the train.

Have another instance: When Diesel engines replaced the old choo-choo kind T & P could have sold their melodious bells for about \$40 each. Instead Vollmer gave them away to churches along T & P lines. He likes to think that the old bells are summoning to services.

Vollmer is no publicity stunter or good-will hunter, say his employees. They think he's a "right guy" and cite cases. Soon after coming to the railroad he sent all 8,000 employees a questionnaire asking for anonymous answers to such questions as "How do you like your job? . . . Would you go to work for T & P again? . . . Do you think we are honestly trying to do something for you? . . . Have you been made to feel an important part of T & P?"

"Sales begin on the drawing board"

said *Henry Ford*

It was this philosophy which brought to the Ford Motor Company much of its early success

BUT when Henry Ford's assembly line idea began to turn out large numbers of cars, he wisely recruited a strong ally for this mass production: **He turned to mass distribution and to one of the greatest aids to mass distribution—selling through mass media.**

Now, even more than then, the

dealer salesmen just can't physically make enough calls to demonstrate Fords to *all* the millions of prospects who must be reached each year.

That is why the Ford Division, Ford Motor Company, has added to its other methods of mass selling the great *demonstration value* of television.

Week after week, the Ford Theatre, filmed in Hollywood with top screen stars, demonstrates

the products of Ford's drawing boards. So economical is this form of mass selling that it costs *less than a cent for every family which the show reaches.*

In fact, in its first six months, our client's program attracted the largest audience per dollar of any television dramatic show.

If you would like to apply the benefits of mass selling more effectively in your own business, too, we would be glad to talk with you about it. Just call or write:

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N.Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne



Right you are, Y & R!

And, gentle time-buyer, when you throw away the **old** book, be sure you have the **new** one on hand. It's the new Westinghouse Radio Stations manual. At a glance, it shows you time rates, frequency discounts and general information on all Westinghouse stations. And it gives full information on **Group Station Plans** . . . budget-stretching plans that now cover both programs and spots. If you haven't a copy of this new manual, see Free & Peters.



WESTINGHOUSE RADIO STATIONS



**WBZ • WBZA • KYW • KOKA
WOWO • KEX • WBZ-TV • WPTZ**

National Representatives, Free & Peters,
except for TV, for WBZ-TV and WPTZ.
• NBC Spot Sales

The answer totals weren't wholly flattering to management. But Vollmer unflinchingly published them. Only 54% of employees said they'd been made to "feel important." Vollmer, who began in rail-roading as a 16-year-old stenographer, went right to work. He started training programs, on company time, helped supervisory personnel understand and enjoy their own jobs better. Soft drink machines were set up in plants and offices. The profits—about \$12,000 a year—go to the employees' recreational fund. Vollmer then encouraged groups to start bowling clubs, softball teams, a speakers' club.

A Plane for Jemima

We live in a changing world and unless your advertising and promotion methods—to say nothing of sales methods—keep up with the times your days are numbered. Once upon a time it was quite enough for Quaker Oats, which makes a pancake flour called Aunt Jemima, to picture its namesake's prototype in national advertising. No one did anything better.

But today the company is practically in the vaudeville business. While it doesn't like to say so, it has several "Aunt Jemimas." And they were hired over hundreds of contestants because they could sing, MC, and entertain—as well as mix pancakes.

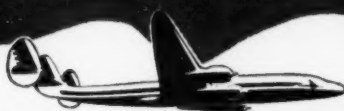
The show-case Aunt Jemima, however, is going to be one of the best-traveled trade marks extant. A professional actress who played the Kingfish's mother-in-law before she began mixing pancakes and entertaining the natives for a living, she is about to embark, in behalf of her employer, on a national good-will tour. One Saturday recently she was flown by helicopter to Palisades Park, Atlantic City and Asbury Park as a sort of pre-indoctrination tour. She was seen—or her 'copter, heavily hung with Aunt Jemima signs—by some 4 million persons, say company officials. She gave a show at Palisades, made a personal appearance at the headquarters of the Grand Union outfit, presented various and highly cooperative mayors with certificates of some kind and sang endlessly the Aunt Jemima pancake song (to the tune of "Carolina in the mornin'").

And no one seemed to think it was a bit incongruous for a Mammy type, garbed in 19th century-style rig, to emerge from a 'copter and do her stuff. Time is nothing since we learned to compress it.



"MORNIN' FOLKS . . ." says Quaker Oats' trademark come to life. The company has her appearing in super markets.

THE WALDORF ASTORIA



ideal sales incentive or contest prize "WEEKEND AT THE WALDORF"



Now you can offer as your next sales incentive a glamorous prize of luxurious travel and famed Waldorf-Astoria hospitality — at rates surprisingly low.

Capital Airlines' exclusive arrangement with The Waldorf makes possible this fabulous Weekend for your "top-flight" salesmen.

These special low rates of Capital's "Weekend at The Waldorf" vacation package can apply to your next sales meeting or convention, too. The Waldorf's convention facilities are unsurpassed in elegance, size and prestige of location.



WEEKEND NO. 1

Three days and two nights,
Friday through Sunday.....\$35.00

Includes: (per person)
A large, comfortable twin bedroom with bath.
A complete dinner chosen from the a la carte
Menu in the Empire Room, plus a cocktail,
dancing and a floor show.
Two hearty breakfasts Saturday and Sunday
mornings in the Norse Grill . . . or if you prefer,
enjoy breakfast in your room.

(Both weekend prices have tax included, and are based on double occupancy. Add \$5.00 more for single occupancy.)

For the total cost of the most glamorous weekend in America, add the cost of the weekend to the round trip air fare to New York via Capital Airlines.

TYPICAL ROUND TRIP AIR FARES

Akron/Canton	\$ 49.60	Milwaukee	\$ 85.70
Birmingham	\$107.50	Minneapolis/St. Paul	\$117.10
Charleston, W. Va.	\$ 57.70	New Orleans	\$147.00
Cleveland	\$ 49.60	Pittsburgh	\$ 41.10
Detroit	\$ 59.10	Youngstown	\$ 45.60

(All fares plus tax)



For further information and beautifully illustrated folders contact your TRAVEL AGENT, or write Mr. V. K. Stephens, Capital Airlines, National Airport, Washington 1, D.C.

Capital

AIRLINES



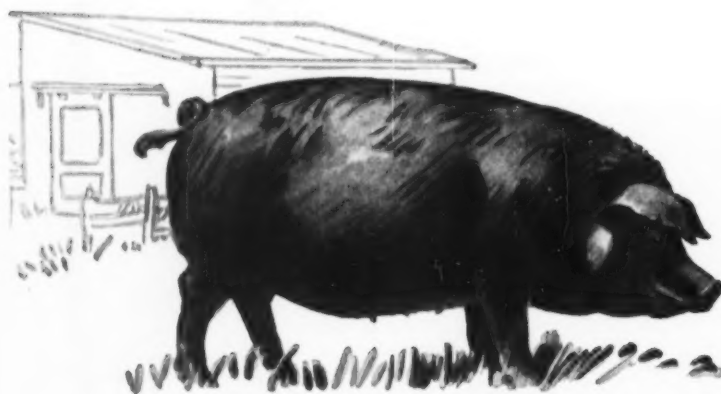
To make money from milk, a farmer needs good cows and enough of them; plus experience and know-how, pastures, field crops, barn, feedlot, milking machines, cans, refrigeration. Milking twice a day, handling feed, manure removal, mean a lot of work.

A cow capable of 10,000 lbs. of milk (5,000 qts.) a year needs more than seven tons of provender... 2,700 lbs. corn and oats at \$72; 5,300 lbs. hay at \$70; 5,700 lbs. corn

silage at \$30; and 550 lbs. proteins at \$20.

To the feed bill, add \$2.40 veterinary fee, \$5.75 breeding charge, \$11 miscellaneous—\$211.15 in all. If the creamery pays \$3.90 per 100 lbs. for milk, each cow earns \$390 per year; or \$178.85 over the charges listed.

A 20-cow herd, worth \$7,000, can gross \$7,800 a year, plus a possible \$500 from the calves—less labor, plant depreciation, interest on investment.



With 15 sows worth about \$60 each, plus a boar at \$125, a farmer can expect from spring and fall litters about 200 pigs a year.

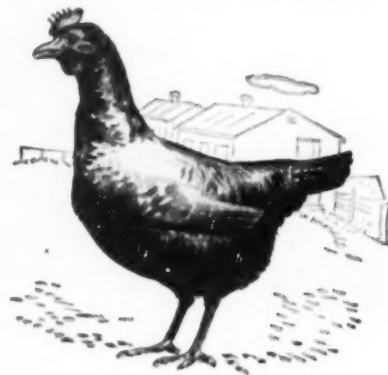
At market weight, 200 lbs., a pig represents five months of feeding, about \$25 in feed—630 lbs. corn, 80 lbs. grain, 100 lbs. commercial feeds; and at current prices sells for \$25 more than feed costs.

From the 200-pig gross profit of \$5,000, must be deducted veterinary fees, labor costs, depreciation on equipment, sow replacements, other items.

It takes six months and 25 lbs. of feed to make an egg producer out of a baby chick. In the next twelve months of high production, the layer needs another 95 lbs. of feed. With a 100-hen flock, feed cost for eighteen months is about \$600. Labor, other items, raise the total to \$1,200.

At 65% production, and with eggs at 45¢ a dozen, a 100-hen flock just about breaks even, excluding labor costs. With 80% production, the flock grosses about \$1,100. Salvage value of the old hens runs around \$120. The approximate profit is \$20, plus about \$300 labor allowance.

A 100-hen flock can be cared for by the farmer's wife. Any real income from poultry requires larger flocks.



A Montana born steer, eight months old, weighs about 600 lbs., and costs the Iowa farmer about \$120. To bring the steer to market weight of 1,000 lbs. takes ten months, and about 30 bu. corn at \$45, 30-35 bales of hay at \$20, salt, minerals, vitamins and medication worth \$10; requires about one-half acre of pasture, feedlot, barn; spraying, dehorning, watering and a lot of man hours.

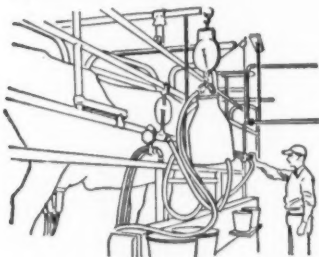
At current prices, the 1,000-lb. steer will sell for around \$250, less freight—represents a \$55 gain to the feeder.



Machines... for making money!

MOST of the field crops grown in this country are animal food, little suited to human consumption. Their bulk makes shipping and storage costly.

While high prices, efficient methods, and enough land pay the farmer a profit on his crops, livestock normally offers a larger additional profit.



So the successful farmer businessman is not only a grower, but a converter of crops to livestock—a manufacturer of meat, milk, eggs!

LIVESTOCK has been called "machines for making money." But the animal that gains weight slowly, and doesn't produce enough milk or eggs, can also lose money.

Gauging his feed crops to his stock

needs calls for good scheduling. Animals are temperamental, subject to disease and loss; require regular feeding, care and exercise. Feed supplements, and remedies must be bought. Shelter and handling call for buildings and equipment, with high depreciation.

Because corn and grain prices are supported, and cattle prices are not—a profit on steers this year depends on the initial cost of the steers, and on the efficiency of feeding operations.

Livestock production is an index of farm profit and prosperity...and of sales potential and prospects.

The concentration of both livestock and **SUCCESSFUL FARMING** circulation in the fifteen Heart States—indicates a potent market and medium.

On the farms in the Heart States are found three-quarters of the country's hogs; two-fifths of the milk cows; more than half of the cattle and calves; almost

a third of the sheep; better than half of the US poultry—and about a million of *Successful Farming's* 1,250,000 circulation.

The SF farm subscriber is a better farmer, has more land, buildings, tools, equipment, livestock; larger yields and higher income, and a better home.

His annual income from farm sales is better than \$10,000—exceeds the national farm income average by 64%—and makes him one of the choicest class markets in the world today.

SUCCESSFUL FARMING for fifty years has served the Heart States farmer and his family... helped better his business, profits, and living standards... and earned the respect and confidence of this important part of the nation's buyers.

General media are no substitute for the circulation of **SUCCESSFUL FARMING**, cannot approach its influence. And TV does not reach most of the SF audience.

The national advertiser needs this magazine to balance a national schedule, to fill the gap left by general media. Any advertiser concerned with more market can find it in **SUCCESSFUL FARMING**.



Successful Farming

...service medium to the nation's best farm families, concentrated in the fifteen agricultural Heart States where farmers mean big business!... Get the facts at any SF office

Meredith Publishing Company, Des Moines... New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles





Now...only 4

cities in the United States* have Sunday newspapers with larger circulations than the **Minneapolis Sunday Tribune**

620,000

*in Minnesota
North and South Dakota
western Wisconsin*



* New York
Chicago
Los Angeles
Philadelphia

Minneapolis Star and Tribune

EVENING

MORNING AND SUNDAY

MORE THAN 620,000 SUNDAY • 485,000 DAILY

John Cowles, President

COMMENT

Russian Consumers Gripe

Malenkov has just discovered that ubiquitous character, the Russian buyer of consumer goods. Further, he is concerned about the pushing around that Russian manufacturers (all government-controlled) have been giving consumers. Said Malenkov (as reported in full in *U.S. News & World Report*) in his latest big speech:

"Many enterprises are still producing articles of an unsatisfactory quality, not meeting the needs of the requirements and tastes of the Soviet consumer. General consumer goods produced by our industry, though as a rule of solid quality, leave a great deal more to be desired in finish and exterior appearance."

But Malenkov's next admission is even more startling (to Americans, at least):

"To the shame of the workers of industry, the consumer frequently prefers to acquire goods of foreign production, only because they have a better finish. Meanwhile we have every possibility to produce good quality and attractive textiles, every possibility to provide a good finish to all the goods which serve the satisfaction of the people's requirements."

We agree with Malenkov's third assertion:

"The Soviet people are right to demand from us, and primarily from workers in industries producing consumer goods, durable, well-finished and high-quality goods. We must answer this demand with action. It is the duty of every enterprise to produce high-quality goods and to care constantly for the durability and good finishing of production."

Russian consumers must be "beefing" pretty hard about the shoddy merchandise they're expected to purchase with their hard won rubles to rate this kind of attention from the boss of the Kremlin.

We doubt that any President of the United States has had an occasion to make a state speech on the quality of products American manufacturers were offering in the market place. When a manufacturer louses up his product, the President doesn't have to crack down. Consumers just ignore his product and many other companies are ready to take over the business.

Review Your Recruiting

There have always been five principal ways to recruit salesmen. When manpower is plentiful, one or two of these methods usually produce sufficient candidates for excellent choices:

1. *Direct applications.* It is an unusual company that finds this source adequate.
2. *College recruiting.* Many companies have been disappointed in the number of graduates they have been able to hire. Competition is rugged.
3. *Advertising.* Newspapers now carry more "Help Wanted" listings and displays advertisements.



**"Tacoma is a
Separate, Distinct
Market on
Puget Sound . . .
and must have
Local Coverage"**

. . . says E. Jack White
District Manager, Seattle, Wash.
MORTON SALT COMPANY

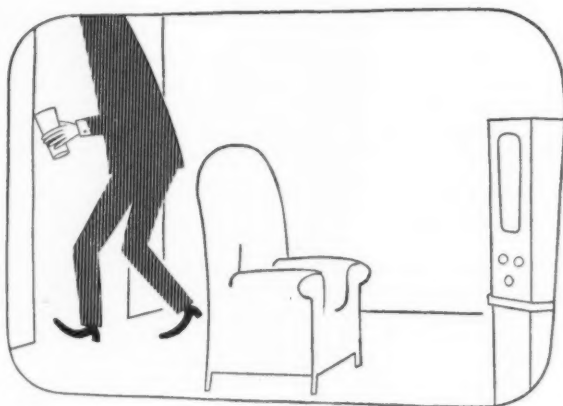
"The Tacoma trading zone consists of nearly 80,000 able-to-buy families. This prosperous market is not a part of the Seattle market to the north. It is an important, distinct trading area, not affected by Seattle promotions." And Mr. White continues, "It is well worth our time, energy, and money to carry on our sales promotions and merchandising efforts in this locality. To get our share of the business in Western Washington, we consistently advertise in the Tacoma News Tribune."

NEWS-TRIBUNE CONSISTENTLY IN THE "FIRST FIFTY" LIST

Advertisers recognize the impact of the Tacoma News Tribune, according to the lineage reports of MEDIA RECORDS. For the first six months of 1953, the Tribune ranked high among Canadian and United States evening newspapers. It is one of 7 evening newspapers on the Pacific Coast, and one of two in the Pacific Northwest which appear consistently in the "First Fifty" list. Get complete story from Sawyer, Ferguson, Walker Co.

**Tacoma
News Tribune**

"Here comes the commercial!"



*These three commercials started out equal
...except for one thing... Creative ingenuity.*

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

SALES MANAGEMENT

4. *Friends of employees.* Are they hearing the good about you?

5. *Employment agencies.* Their popularity is growing.

You can't dogmatically rely on past experience when you evaluate these five manpower sources.

Your recruiting problems are affected by high employment, the draft, a decade of emphasis on production at the expense of selling, and now a sudden de-emphasis of production in favor of selling.

Over many years, a handful of companies have established close relations with colleges. These companies get the pick of the graduate crop. Now that the supply of graduates is smaller after the military takes its bite, those companies that have close relations with colleges get first—and often the only—crack at graduating engineers.

Even the fortunate companies that have working agreements with schools are finding slim pickings. These companies can do two things: They can make contact with students long before graduation rolls around; they can expand their present line-up of colleges to include smaller schools that have not been considered in the past.

Several large industrial firms are using a cooperative educational program to develop potential sales engineers. This program requires enlisting students in their sophomore or junior years. Instead of paying them outright or directly subsidizing their tuitions, these companies give students special jobs to supplement their classroom work and pay them at these jobs. This has two advantages: It provides a steady supply of trainee recruits (some to return after military service), and it gives students an opportunity to learn something about the company and its operation long before graduation.

Industries that have never maintained special relations with colleges may become disturbed at the lack of interest on many campuses. Schools have many more requests for graduates than they can possibly supply, and companies already cooperating with schools have students lined up. Another reason for a cold reception is academic opinion, which generally does not endorse sales careers for engineers.

It is only over a long period of time that you can do much about this college situation. You have to develop close relations with many schools so that some day your company will get the best, or at least some qualified graduates. Instead of attempting to recruit at leading universities that are virtually closed to any new employment arrangements, go to smaller schools and start there. Develop close associations with professors and attempt to break down the antipathy toward selling careers that permeates most professional schools.

Fewer Federal Censuses

Market analysts will have to do without the 1953 Business Census (retailing and wholesaling) scheduled to be taken next year. Neither will there be the contemplated censuses of manufactures, agriculture, minerals or transportation. Congress refused to appropriate the money.

Whether the decision of Congress is right or wrong is a matter of opinion. Members of the House, who will stand for re-election in 1954, obviously believe that the voters in 1952 gave them a mandate to cut federal government expenditures. Many of the people who have asked the Congress to spend the money for the censuses are the ones who applauded the promises of Congressional candidates to chop government outgo. So businessmen, along with all other groups, will have to decide the extent of their self-interest in relation to the general interest.



This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

...

You'll find the answer to many of your own questions. What your own program should be . . . What other companies do . . . How much they spend . . . What they give.

Over 500 Different Company Gift Ideas!

Artkraft® 3-D

PLASTIC AND PORCELAIN
NEON DEALER SIGNS



make national advertising 5 times as effective
(Proved by audited research.)

ARTKRAFT® PORCELAIN-BOS'D
AND PLASTIC
STORE FRONT SIGNS
(Neonized or non-illuminated)

Artkraft® will design for quantity buyers, without obligation, a distinctively beautiful and effective sign in any size, shape or color to reproduce faithfully any emblem, letter styling, or trademark. Send today for new free brochure.

SIGNS
OF
LONG
LIFE



Artkraft® SIGN CO.

Div. of Artkraft® Manufacturing Corp.
1137 E. Kibby St. Lima, Ohio

Please send, without obligation, new brochure on Artkraft® Signs.

Name

Firm

Street

City & State

*Trademark Reg. U.S. Pat. Off.

-NBC IS AMERICA

1.NETWORK COVERAGE

2.HOMES DELIVERED

3.TOP PROGRAMS

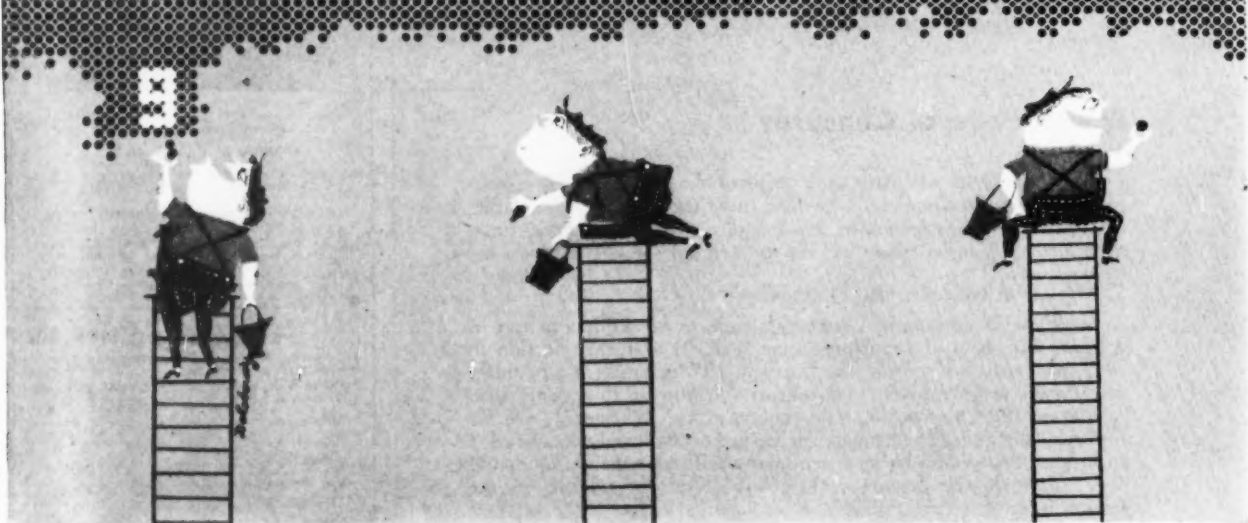
4.ADVERTISER ACCEPTANCE

5.BIGGER AUDIENCE LEAD

6.COST PER 1,000

7.HOURLY RATINGS

➤ 8.PROGRAM TYPES



'S NO. 1 NETWORK-



NBC-TV leads all other networks in 11 out of 20 program types

Nielsen classifies all television programs into 20 categories. In eleven of these program types, NBC shows reach the largest average audiences. And in each of its eleven categories NBC has the top program.

In comparison... the No. 2 network leads in only four categories; the No. 3 network in three categories; and the No. 4 network in two categories.

Here are the program types in which NBC leads:

Program category and top show

General Variety Colgate Comedy Hour

Musical Variety Your Hit Parade

General Drama Fireside Theatre

Mystery Drama Dragnet

Concert Music Voice of Firestone

Popular Music Dinah Shore Show

Audience Participation What's My Name

Quiz Giveaway You Bet Your Life

Interview This Is Your Life

News Camel News Caravan

Forum and Discussion Meet the Press

Whatever type of television program you select for your advertising, it will have its best opportunity for success on NBC Television. Another demonstration that

NBC is America's No. 1 Network.

Next week... further proof.

NBC's Audience Advantage is to Your Advantage...Use It.



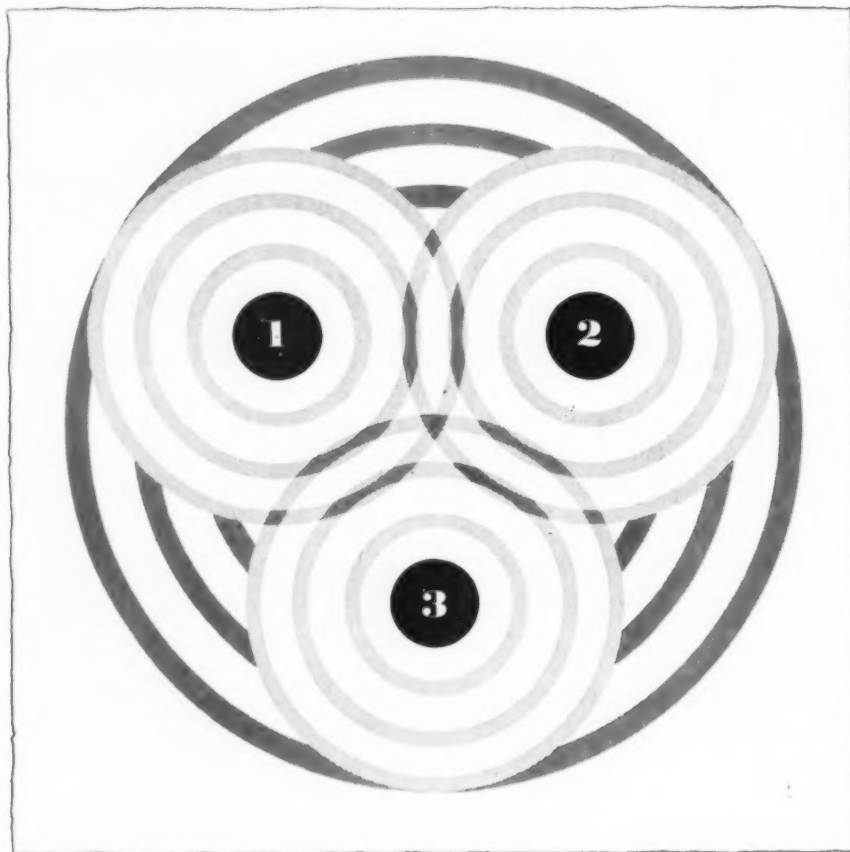
a service of Radio Corporation of America

SOURCES: Nielsen Television Index, January-April, 1953, Averages

NOTE: The accuracy of the above data has been verified by the A. C. Nielsen Company.

3 BULL'S-EYES IN 1 TARGET*

IN THE GREATER PHILADELPHIA MARKET*



WHERE IS YOUR MARKET? In each of these vital zones

The Evening Bulletin is the daily newspaper with the largest circulation



PHILADELPHIA CITY (1 county)

The Evening Bulletin is the daily newspaper with the largest circulation—read by 72% of families

47% of population
51% of retail sales
37% of new capital expenditures



PHILADELPHIA METROPOLITAN AREA (8 counties)

The Evening Bulletin is the daily newspaper with the largest circulation—read by 62% of families

83% of population
80% of retail sales
88% of new capital expenditures



PHILADELPHIA TRADING AREA (14 counties)

The Evening Bulletin is the daily newspaper with the largest circulation—read by 55% of families

* Sometimes called "Delaware Valley," "The Workshop of the World," and "The New Eastern Industrial Metropolis." Makes no difference—they're one and the same Greater Philadelphia Market, and The Evening Bulletin is the daily newspaper with the largest circulation.

In the Greater Philadelphia Market

The Evening Bulletin is the daily newspaper with the largest circulation

In Philadelphia nearly everybody reads The Bulletin

Advertising Offices: Philadelphia, Filbert & Juniper Sts.; New York, 285 Madison Ave.; Chicago, 520 North Michigan Ave.

Representatives: Sawyer Ferguson Walker Company in Detroit Atlanta • Los Angeles • San Francisco.

TRENDS

As seen by the Editor of Sales Management for the fortnight ending September 1, 1953

ALEX LEWYT: "THIS IS A HEALTHY MARKET"

Is the current buyers' market a disease, as some manufacturers believe, while providing health-giving vitamins to others?

At a recent meeting of his Eastern regional distributors Alex Lewyt, head of the Lewyt Corporation, said: "A market in which manufacturers, distributors and dealers have to exert sales effort is a healthy one and need not lead to a depression."

Lewyt, who started from scratch in the vacuum cleaner business shortly after the last war, is spending \$3 million for advertising in all media this year—a figure which he claims is double the company's expenditures for 1952 and almost twice as much as his two closest competitors in the vacuum cleaner field combined.

The result—and remember it is a buyers' market in the appliance field—is a 38% gain in sales volume over the first seven months of 1952!

THE CASE FOR A RECESSION

In trying to determine what lies ahead, we have both facts and opinions to go by. In a sense facts are more important but their weakness is that they deal with the past and the present. Opinions are intangible but nevertheless important, for what both the consuming public and businessmen think about the future always has a tremendous effect on sales potentials. At the moment the buying public seems to be convinced that good times are here to stay; if they continue to believe this they will continue to spend.

Among the tangible facts that bolster the case for continued good business are:

1. Retail sales each month this year have run ahead of last year and the gains, with only one or two exceptions, have been made by all types of stores.
2. The upward trend in sales is closely tied to the rise in personal income which should finish the year with a gain of about 5½%.
3. Buying has remained brisk at the industrial level. Manufacturers' orders have turned down slightly, but only about as much as seasonally expected.
4. Industrial output remains close to the record level of earlier months. Most industries that had dips have quickly picked up again.
5. Commodity prices, as measured by the weekly wholesale price index of the Bureau of Labor Statistics, reached the highest point of the year during July. (It's easier to sell in a rising market than in a falling one.)
6. The consumer price index set a new high in June by a narrow margin. These price changes have been narrow for the year to date and indicate that the demand is not falling away markedly.
7. Unemployment is below what most authorities consider normal.

8. Savings, while not as high as last year, are big, as shown by the chart on this page.

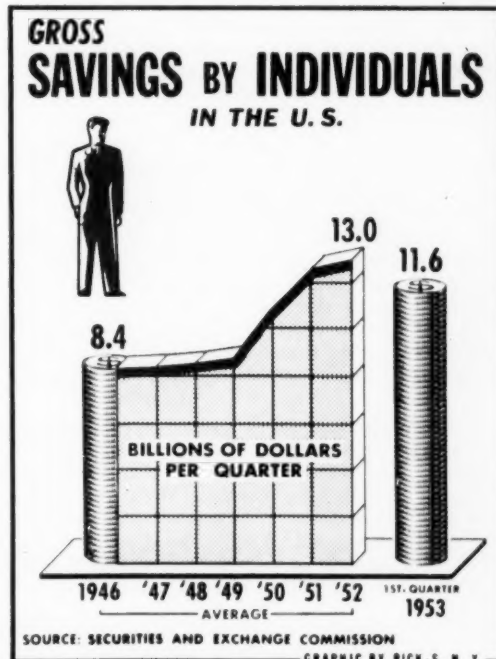
THE CASE FOR A RECESSION

We didn't start out to look for an equal number of good and bad points but it so happens that there are eight outstanding ones in each group:

1. Industrial production is no longer expanding.
2. Farm prices and income are down from last year.
3. Construction contract awards have begun to decline.
4. The automobile industry has been operating at a rate which cannot be sustained all year.
5. Reduction in auto and appliance production will reduce steel operations.
6. The government is cutting defense expenditures.
7. Inventories may need to be whittled down.
8. Debt has been increasing rapidly and a slackening in borrowing would slow down buying.

These are facts of record, but their interpretation, and the degree to which business may be affected, still remain matters of opinion.

As the National City Bank of New York points out, there is little significance in the fact that industrial production is no longer expanding, for production in the aggregate is at the practicable ceiling which is set primarily by the labor supply. . . Farm marketings are down, but only in relation to tremendously high years, with the single exception of the drought area. Farmers still have





Parade Magazine's sales manager, Ed Kimball, has created a territorial map using actual photographs of the salesmen covering each area. The magazine had a first-half gain of 51% and "pin-heads can't be used to represent salesmen with that kind of record," says Kimball.

substantial purchasing power. . . Fewer new houses are being started *but* many more of them are larger houses. Many families with three, four or more children are forced to move from their 1946 homes. Furthermore, expansion and modernization are gaining in popularity and this year's volume will greatly exceed that of 1952.

After looking at the picture objectively, it's no wonder that so many forecasters who were looking for economic troubles a while back are now giving the current business boom a new lease on life and are somewhat timidly putting off recession for a full year.

Their views would be far more convincing had they not been so wrong in their forecasts for this year.

AGGRESSIVENESS

Gordon Baquie, executive vice-president in charge of sales, the Brown-Forman Distillers Corp., presented an interesting definition of aggressiveness in a talk before the company's national sales meeting.

"I'm going to borrow two words in a phrase which I think puts a very fine definition on aggressiveness. It means to remain 'constructively discontented' . . . Satisfaction is a wonderful feeling of well-being and undoubtedly nourishes the spirit, but satisfaction is passive. Satisfaction means that you have arrived and that you are satisfied and that you are through. You just don't want things to change. We have no control over whether or not conditions in the competitive, commercial world change. Satisfaction in performing your job function is no good because you then have stopped growing and are no longer of any value to the company.

"'Youthful restlessness' is another way I like to describe aggressiveness, because the word 'youthful' is so important. Did you ever stop to think that when you stop wanting to do something and say, 'Well, I don't know; it's all right this way' or 'It's too much trouble; let it go' that you are getting old? You're losing your youth. . . I don't believe a man's youth is measured by whether he's 30 or 50. I'm talking about attitude.

"It can be phrased another way by saying that men work best under their own pressure. This brings to you,

as leaders of men in your territories, the necessity of applying pressure. You may not like the phrase, and you may have read a lot of text books that say pressure-selling is *passé* or never was worth anything. That probably is true in a sense but people cannot work well except under pressure. Leaders apply their own pressure to themselves; they recognize that people need pressure and they have the capacity and knowledge as to how, why, when, who."

DON'T MIND THE NEIGHBORS, TURN YOUR VOLUME UP

That's the intriguing heading on a bulletin put out by the Association of Consulting Management Engineers, Inc., whose members serve many of our leading sales organizations. They point out that in the year ahead many a company is going to have to get out and sell its products for the first time in 15 years, and that the best way to make a profit in this new competitive market is not to attempt deep cuts in expenses but to build sales volume well above the break-even point.

But before any organization is prepared to "get out and sell" there must be a thorough appraisal of competitive resources. "You need to know the strong points as well as the weaknesses, because you can build on one and eradicate the other."

Then the organization offers a check list of questions you can ask yourself to help you put your finger on strong and weak points in your sales management.

Do we know what our break-even point is?

Should we go after more sales in all lines, or should some lines be emphasized?

Do we need new products? Do we need a low-price line to be competitive?

Is our packaging satisfactory in all respects?

Have our competitors any advantages over us, and if so what are we doing to overcome them?

Is new competition, direct or indirect a threat?

Do we study markets *before* we undertake product development?

Are there enough outlets and are they properly located?

Is our compensation plan adequate in amount and method of determination and does it contain incentives?

Are territories well laid out?

Do we know where we are gaining or losing ground by territories, customers and products?

Do our supervisors spend enough time with our salesmen?

Do we direct our salesmen or do they do their own planning?

Do we spend enough on advertising to make any substantial impression on our market?

Do we co-ordinate advertising and promotion with personal selling—and do our salesmen make the most of it?

There are many other useful check list points and if you're interested in having them, ask for the current copy of "ACME Reporter" from the association, 347 Madison Ave., New York 17, N.Y.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

*did
you
know*

that all 8 Booth Michigan Newspaper Markets are Sales Management "High Spot" areas? And further . . . that the 8 Booth Newspapers, with 413,923 ABC Daily Net Paid, give you virtually complete home-delivered coverage of a third of the state? This is a Market bigger than any one of 20 ENTIRE STATES.

Today's selling is a newspaper job! Do your Michigan Fall and Winter selling with Booth Michigan Newspapers . . . your dealers' preferred local media. Let Booth Dealer Contact and Merchandising Service, and Tie-in Ad Promotion help!

R.O.P. Color
available in
Grand Rapids
Press and
Saginaw News

For latest
market
folder,
call . . .

A. M. Kuch
110 E. 42nd Street
New York 17, New York
Oxford 7-1280

The John E. Lutz Co.
435 N. Michigan Avenue
Chicago 11, Illinois
Superior 7-4680



8 **BOOTH** *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

How to Find and Sell "The Man" When You Call on Blue-Chip Giants

"The Decider" is harder to spot and usually harder to talk with in a large company. While you need him you cannot afford to neglect any person who will tip you off to forthcoming purchases. How good is your intelligence system?

**BY EUGENE B. MAPEL • Vice-President
Methods Engineering Council**

Learning to sell to "big business" firms is not only a timely challenge to your stature as a salesman—your future earning power may depend on it.

We all know that the GM's and the G-E's and the duPonts and others in the top echelon of business buy large quantities of almost everything you can think of, from paper clips to diesel power plants.

Not only are the "big boys" getting bigger, but each year more and more companies climb up into the "big" classification and adopt the buying habits and policies of the top firms. In some cases this is true of companies only relatively "big" in their fields, in their territories, or in some other qualitative sense.

Before You Rush

You can do "big-business" selling if you accept from the start the fact that there are differences in sales thinking, approach, presentation, and sequence not met in lower-level selling, and that there is a need for a new set of ground rules.

Before you grab your hat and briefcase and rush over to call on Ford or Westinghouse or Monsanto, sit down quietly somewhere and decide whether you are ready for major-league performance.

Can you afford to go after this type of business? Can you devote the time and service necessary, especially in the early months, and even years of "build-up" to get a foothold? If you need immediate volume or expect quick results, the chances are you'll be disappointed.

Do these companies have a definite need for your product or service?

Can it meet competition in benefit, price, and service? Can it do a better job and be profitable for them? Is it an improvement?

Does your company or product have the necessary prestige? Do you command a reputation through performance and advertising that will get attention?

Do you have the sales ability and experience to do a job? You are going to need expert sales skills and strategy.

If you can't satisfy yourself on these points, there isn't much sense in going after big-business accounts, and it will be better to postpone your sales efforts until any deficiency you spot can be corrected. All of these goals can be achieved if you recognize weaknesses and act to make them strong.

Suppose you believe that you are ready to tackle the "giants." Don't reach for that briefcase—yet. There's still a lot of thinking and planning to do. Are you going to pop up in the Purchasing Department and say, "Here I am. How many of our widgets do you want today?" It isn't that simple, and you should be prepared to do a lot of spade work and foundation building before you can expect to use an order blank. You are going to have to deal with more individuals who may or may not have something to say about buying what you have to sell.

The principal differences between the operations of smaller companies and big business lie in delegation of authority, organizational setup, adherence to policy, and competition for individual recognition. Let's see how these affect buying attitudes.

In the smaller concerns the owner, partner, president, or vice-president usually is the final decider on purchases. This action often is the result of direct contact between the salesman and the decider. Some of it is "whim" buying, in which the product or service appeals to the top men, who will use the authority of his position to put it in use by direct order down the line, for better or worse. This type of purchaser will strongly defend his decision, but usually has to justify it to one or two others only.

In other cases, the executive of the smaller firm will refer the suggested purchase to someone in his organization closer to its use, and will ask for a recommendation before deciding. The decision, however, may not always be in accord with the recommendation. In still other cases, the recommendation for purchase originates with the person close to its use, or a purchasing agent, and goes up to the top executive for decision, which may depend on how convincingly the top man is "sold." In any case, a policy of purchasing may be observed or disregarded, depending on the decider's attitude at the moment.

Vastness of Big Business

Now, let's look at the big-business picture. It is almost impossible to imagine the vastness of the organizational setup of a huge corporation unless you have seen the organization charts that outline control of thousands of employees. Top men are concerned only with policy decisions affecting the over-all operations and unity of the organization. The authority to take action to carry out the policies is delegated.

Everybody has a "boss." Stockholders and public opinion are the "boss" of the Board of Directors. Answering to the Board and, in turn, to the one "higher up" may be the Chairman of the Board, Assistant Chairman of the Board, Chairman of the Executive Committee, Chairman of the Finance Committee, and so on down to the president, to whom is delegated authority to execute the policies of the Board on a company-wide basis.

So the president, or "boss" to the

rest of the organization, delegates authority to a series of vice-presidents, each in charge of a division or segment of the company—Administration, Operations, Finance, Sales, Legal, Research, Engineering, etc.—according to the size and scope of the company. There may be an assistant to the president, as a liaison man, and an executive vice-president, in charge of things generally or with specific executive duties. Then there are many committees which confer on various phases of production and personnel matters.

Each vice-president, in turn, has a departmentalized system with a whole series of "little bosses"—general managers, superintendents, engineers, managers, supervisors, directors, and other assistants down to the foreman level.

And so it goes all through the home office, branch offices, plants, subsidiaries, and other units of the big-business organization.

This sketchy outline of a big-business organizational setup underscores the fact that somewhere in the midst of this mass of "bosses" is the one who will decide whether the corporation will be interested in your product or service, and the chances are he is far down the line. You can't walk in and see the president or vice-president, as you might do in a smaller company. Many valued employees who have been with a company 20 years have only seen a picture of the president or vice-president in the company's house organ. And these top officers would not decide on the purchase of what you have to sell, anyway.

Start Plan Here

When you make up your mind to sell to big business your first problem will be to learn as much as possible about the organization—who is in charge of the department or division that can use what you have to offer, who the workers are who actually will use it, whether they have something similar in use and how your product or service can be of greater benefit, profit, or use. You not only have to determine who these people are, but you have to plan ways of getting to them.

Somewhere in the middle of the system, you will come upon the Purchasing Department, and probably your first glimpse of the purchasing policy of the company. In many large companies, it is an almost inviolate policy that all salesmen have to do business with the Purchasing Department. If your items are of a

general nature, telling your story to the Purchasing Agent may be all you have to do. But it should be a good story. You are going to have to "sell" him on the benefits, price, and value of what you have, compared with other products the company knows about or is now using, and do it so convincingly that he can justify his purchase, or recommendation for purchase, to his "bosses" and those who will use it.

You may have to call on the Purchasing Agent many times before you get a chance to talk to him. You may wonder about the small army of salesmen sitting in the reception room, patiently waiting. You may wonder why it is so difficult to get by receptionists and secretaries. You may find that, without an appointment, salesmen are welcome only certain hours of the day, or on certain days of the week, and then only on a definite scheduling. You may get the

In Big Companies "The Man" Becomes "My Man" When You:

1. Never underestimate the importance of the "little fellow" in the organizational setup of a big corporation.
2. Tell your story to anyone whose job will be made easier or more effective through the use of your product or service.
3. Educate those who can specify your product or service so that he not only can justify his recommendation but can go to his "boss" with that "look what I just discovered" gleam in his eye, and enthusiasm in his voice.
4. Arrange for a demonstration of what your product can do and, if possible, have an engineer or technician from your company with you to answer technical questions.
5. Don't try to impress the "little fellows" with the august presence of a top officer of your company on a sales mission. All they want to know is how what you have to sell will help them in their job and gain recognition from their "boss." Save your top management men for high level contacts which may be necessary later on.
6. Furnish your sales promotion department with the correct names and titles of everyone you can find in a big corporation who might be interested in your product or service. See to it that each consistently receives mailings about your company and your product, especially technical information which might be "news" to him and improve his standing in the organization.
7. Distribute your courtesies and help as widely as possible to lead you to "My Man." Remember that in a big organization personnel changes are swift and frequent, so maintain contacts with those who may only be able to recommend a purchase today, but can be the decider "overnight."

"brush-off" for some time because the company is using a product similar to yours and finds it satisfactory.

All of this may irk you, as a salesman, but let's look at it for a moment from the company's viewpoint. A president or vice-president has put the Purchasing Agent in there to do a job. The company has been in business for many years, buying all kinds of items and materials. If the firm really needs something, the Purchasing Agent knows where to get it quick. He knows the items that have given satisfaction, and the stuff that has flopped. He knows salesmen who will turn flip-flops to give him service. He knows company policies and what side of his bread is buttered. He has only so many hours of the day and week he can devote to interviewing salesmen who want to "sell" him something he doesn't know whether he wants. He has a home, a wife and kids, a desire to get along in life, and

About the Author

Eugene B. Mapel cut his teeth on one of the world's biggest concerns. He has been Manager of Sales Personnel, and Assistant to the President, Carnegie-Illinois Steel, now merged with U. S. Steel Co.

Since 1948, Mapel has been vice-president in charge of the sales consulting division, Methods Engineering Council, Pittsburgh. He is a district director, National Sales Executives, Inc. In 1953 he was a member of NSE's "Operation Enterprise" team which explained to European businessmen how to sell in the competitive U. S. market.



MAPEL

maybe an ulcer—but he is a human being and a factor in the system of big-business buying. He's usually a man you'll have to cultivate and earn the confidence of. It takes a long time to get into that class of salesmen the Purchasing Agent telephones when he needs something and wants service, and it takes a lot of "selling" build-up.

You'll run into many buying policies dictated by top management. You'll probably never be lucky enough to learn the real reasons for some of these policies because they range from the influence of relatives in some businesses to simple reciprocity.

If you sell a technical product or service that concerns machinery, production methods, engineering, or other operational phases, the Purchasing Department probably will refer you to the proper departmental head or somebody who can better judge the merits of what you have to sell. As one purchasing man said, "When a salesman has something I think is of value to my company, I help him to get to the right person with it." Of course, all purchasing people aren't so helpful and you may even find a few who seem to prevent your seeing others in the organization. However, if you are going to sell a technical product or service, it is necessary to find the person who will be most interested in using what you have to offer. You need to know the personnel well enough to put your finger on one name and say, "That's My Man."

That's the way big business sells. The emphasis is on knowledge of the organization. The salesman is re-

quired to know everyone in the organization who is a decider on buying his product, and many others who may move into bigger jobs in the future. He is supposed to carry "My Man" around in his vest pocket. He is supposed to know what the customer is thinking of buying long before bids are sent out. The cardinal sin, if you are a big-business salesman, is not in losing an order but in *not knowing* about the intended purchase before your competition moved in. The big-business salesman should be a consultant and advisor and should treat his customers as clients by giving them all the help and service he possibly can.

How do we go about finding "My Man" in a large organization? It all depends on what you are selling. If you are selling heavy machinery, "My Man" for you may well be the vice-president in charge of operations, but you may have to reach him through a plant Superintendent. If you are selling oil and grease, "My Man" for you could be a Maintenance Engineer, who may listen if you can find one of his assistants, even a foreman, who is dissatisfied with the oil and grease the company uses, and who can be convinced that your products are better. If you are selling a marketing idea, "My Man" for you probably is the Manager of Sales, but the one who can get you to him probably is an assistant who is scratching his head trying to come up with a new angle of distribution which you may be able to furnish.

The desire for recognition and advancement is a real, motivating influence in the personnel of large

corporations, extending from vice-presidents to junior clerks. This goal must be recognized in your sales strategy. Let's see how this works out.

You might be asked to go on a "fishing expedition" by anyone from the purchasing Agent or Engineer to a vice-president. I don't mean that you're going to be invited to a fishing lodge. I mean that they want information they think you can furnish that can help them to gain prestige in their jobs. It might be something in your line that is readily available to you, but not to them. Or it might be something foreign to your field, like the average manufacturing costs in *their* industry, which might require considerable investment of time, money, energy, etc., on your part.

At first, it might appear to be an unreasonable request, and you can say that you don't have access to this information. But if you have adopted the attitude of giving service as a consultant or advisor, you will examine the opportunity before refusing. When you can come up with the facts requested, you have made a friend and have solidified your sales position with the one requesting it. The information you dig up gives the fellow you're dealing with a chance to go to his "boss" and say: "I've just learned that the lubricating costs in the textile industry have been cut 30% through the use of plastic tubing. Now, if we..." or "I understand the Soandso Company has increased sales 8% in one month by changing its distribution policy from straight dealer to a combination of dealer-store promotion. Now, here's an outline of a plan..."

(Continued on p. 140)

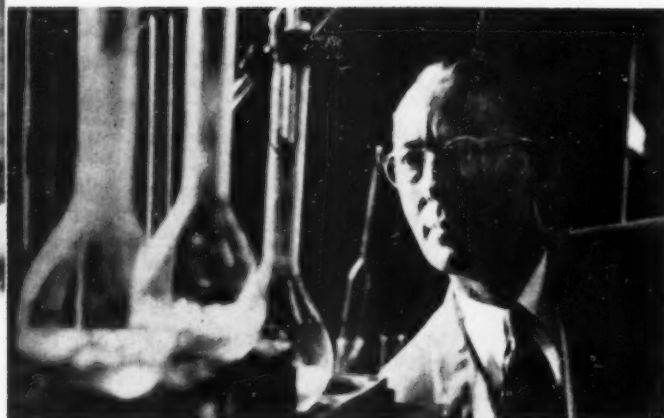
Salesman on Safari

Eldon Frye is one advertising manager with a deep understanding of that sometimes harrassed, but happy breed, the American salesman. He drew "Salesman on Safari" for his own amusement and then decided sales executives and salesmen would like to look and laugh, too.

"Salesman on Safari" on an 11" x 14" sheet suitable for framing is available at 50c each. For a copy, or permission to reprint, address Eldon Frye, Box 475, Del Mar, Cal.

They're in the News

BY HARRY WOODWARD



WHO WANTS THE GOOD OLD DAYS where beer is concerned? In the "good-old" days brewers hadn't learned—says Piel Bros.'s Henry Muessen—to produce a beer with "less non-fermented sugar." Partly because of its aggressive advertising campaign built around this less n-f-s theme, partly because it brews a good, no-nonsense beer and because its destinies are in the capable hands of Muessen, a former gsm, Piel has climbed to 15th place in national beer sales. This despite a distribution confined to the upper-Eastern seaboard. . . Tall, distinguished Henry Muessen—a man as methodical as a braumeister—is the third president in the company's 70-year history. (During Prohibition the firm made "near-beer" and apple-ale.) He was, for five years before joining Piel's, supervisor of new apparatus production of Western Electric Co.! But when he came to Piel's in '33, the company—recognizing natural sales material as easily as good hops—sent him on the road, gave him the mountain fastness of Virginia and West Virginia as territory. By '39 he had proved himself, was divisional manager. Two years later he became gsm and in '43, general manager. Under his leadership Piel's has become the fastest-growing New York brewery, has climbed 50 places and 300% in national beer sales. Recently, as reward, Muessen became the first Piel president whose name was not Piel. In beer circles that's news.



THE BIG FOUR? . . . Among automobile manufacturers there are three—"The Big Three"—which, traditionally, have romped home with the lion's share of sales. Behind them, often quicker on their feet than their bigger brothers, are the Independents. Two of these—Kaiser and Willys—have merged recently, aim to transform The Big Three into The Big Four. Already the new company has set up the Kaiser-Willys Sales Division to move the products of a combined operation valued at \$200-million, which boasts 4,000 dealers, makes cars in 94% of price ranges. The man given the job—as v-p and general sales manager—of whipping this sprawling and, at the moment, loosely held together sales organization is a 47-year-old automotive veteran, Roy Abernethy. He's given himself exactly four months to complete the huge reorganization program, get his sales gears smoothly meshing. His sales aim: a 4% slice of total auto sales within his company's price range. An old Packard man, he joined that company in '25 as a mechanic for a Pittsburgh distributor. He rose from salesman to assistant gsm, the job he left to join K-W. He knows the business from the hubcaps up, has the reputation for getting along with even the most irascible dealers.

THE KID MAKES GOOD . . . and he'll probably make better before he's done: Meet Bok Reitzel (right), born 1922, who's just been tapped for the CBS Radio Network's top West Coast sales spot. At 31, Bok—who was born in New England despite his name—is the new Pacific Coast sales manager. The Network, on those shores has, until now, carried on its West Coast sales activities jointly with CBS Television. But as you read this Reitzel will have divorced the two and will be operating on the California end. He has been in New York City since last January, as Eastern sales representative for the Columbia Pacific Radio Network. Came to CBS in '49 as a salesman for KCBS, San Francisco, after two years of growing pains with a small California station. He never really had an awkward age, sales-wise: He thinks radio is healthy, too, and he aims to help keep it that way. Born in Cambridge, Mass., he became a Californian at the age of seven, when his family moved west. He studied law at Hastings College of Law, decided he liked sales better. With him here: Eldon Hazard, sm for CBS Radio Network, giving him a check-off.



"People Working Together" Build \$158 Million Insurance Business

In 27 years, farmers and city folks multiplied assets of Farm Bureau Mutual 15,800%. Today, new management and sales organization, decentralized operations and policyholder participation broaden scope and service.

Part I of an article in two parts
BY LAWRENCE M. HUGHES

Potentials of "people working together" can be prodigious.

In 27 years people joined together to "insure themselves" with a tiny \$10,000 Farm Bureau Mutual company in Ohio; added two other insurance companies; spread them across 13 states, and built their combined assets to \$158 million.

As they grew 1.5 million other people joined with them.

If these Auto, Fire and Life companies could expand at this rate for the next 26 years, their policyholders would own properties worth a shade less than two trillion dollars. Such a 13-digit figure would be larger than all the present worth of the U.S.

Even Murray Lincoln hardly dares to hope for this. But the president of the three companies, who from the start has been their guiding spirit, may expect them soon to pass \$1 billion.

This would give more "people working together" more resources to help themselves and others, across America and the world.

"Every Man a Capitalist"

Some years after a few Ohio farmers had decided they could profitably insure themselves, they set down certain principles:

"People have within their hands the tools to fashion their own destiny.

"People . . . can work together to encourage wider ownership of economic activities" and "develop an economy of abundance which will provide a maximum of security and freedom."

Can this be socialism?

Lincoln and his associates are not trying to create a new economic or political order. To paraphrase another

Lincoln: he seeks businesses of, by and for the people. And instead of fighting capitalism, he would make "every man a capitalist."

Other "mutual" insurance outfits might seem to be similarly aimed. Hundreds of them today are owned by more than 80 million policyholders. In just four of them—Metropolitan, Prudential, Equitable and New York Life—some 30 million folks own assets of \$35 billion. Their average stake is about \$1,000.

The "Most Mutual"

The 1.5 million who own the Farm Bureau companies have more than \$100 each. But unlike other "mutuals"—ruled by self-electing, self-appointing, self-perpetuating "insiders," often with the connivance of big bankers and lawyers—these companies developed democratically. Despite the mounting complexities of their own relative "bigness," they intend to become even more so.

In addition to being ethical and democratic, owner participation in the Farm Bureau companies has been a potent sales factor. Especially since 1948, when the companies were separated from Ohio Farm Bureau Federation, steps have been taken to provide still better values and service to more policyholders, and to get the rank-and-file of policyholders to help the companies provide them:

1. For many years the board of directors of the three companies has been nominated by "sponsor groups"—such as state farm bureaus and regional consumer cooperatives. Today, however, 80% of policyholders are not "sponsor" members.

2. In the last 18 months, to give all policyholders a greater voice in

products and plans, policyholders' advisory committees have been elected to work on district, regional and whole-marketing-area levels.

3. A new management structure at Columbus separates staff and line functions and adds new functions, to strengthen sales and service to the ever-widening group of policyholders.

4. Meanwhile, decentralization through the opening of regional "home offices" from Connecticut to the Carolinas brings "Columbus" to the policyholders' doorsteps.

5. Both in Columbus and in the field an employee-relations program has been launched to keep all who work for the companies working more effectively with and for the policyholders.

6. Through an enlarged and better-trained and managed sales organization—aimed at specific annual and five-year objectives—the policyholder group is being steadily expanded.

7. And through stronger relations programs with policyholders and other groups, and greatly increased advertising, the Farm Bureau companies are telling many millions about their insurance and human values.

Farm Bureau Mutual insurance was born in 1926, reborn in 1948.

How It Began

In 1926 urban America was booming, but farmers had not yet recovered from the 1920-21 depression. Necessity was curbing their natural individualism. They were sharing implements and information, grouping orders for supplies. In Ohio they had even gone into the fertilizer business. The late "Uncle" George Cooley and Murray Lincoln were beginning to make Ohio Farm Bureau Federation a spokesman for the farmers' welfare. Lincoln, born on a Massachusetts farm, had been the first county agent in Connecticut.

Although rural driving hazards were less, farmer drivers were being charged the same insurance rates as city drivers. OFBF leaders studied the situation and the experience of the few companies in other states offering insurance at "farm risk" rates, and decided to put the Federation into the insurance business.

For a license the new FBM Automobile company needed 100 pledged policies. They decided to start with

I. THE BOARD



1. DIRECTORS ARE REPRESENTATIVE: The 18 men on the board of directors represent "sponsor groups"—state farm bureau federations, consumer co-op organizations, a credit union. Practical farmers and businessmen, they hail—not from Wall Street—but from such communities as Kenly, N.C., Hoi-sopple, Pa., Goshen, Conn., and Mantua, O. . . . President Murray Lincoln (center) appears at a meeting to sell them a project.

2. OWNERS GET THEIR WORD IN: Some 1.5 million policyholders own and, increasingly, guide these three mutual companies. On district, regional and company-wide levels, Policyholders Advisory Committees now help to guide company plans and programs—and investment of their \$139 million . . . Here members of the over-all committee meet with company executives in Columbus.

1,000. County farm bureaus became sales agencies and farmers in each bureau agents—working without commission. As "capital" the Federation put up \$10,000 in bonds. Policyholders paid "premium-deposits" double the required six-month premiums to meet possible large losses.

On April 12, 1926, FBM went into business.

When "premium-deposits" were dropped, Ohio farmers found their FBM insurance costing them as much as 40% less.

Farmers in neighboring states wanted in. With "sponsor" backing agents went to work in 1928 in West Virginia, Maryland, Delaware, Vermont and North Carolina. In 1929 Pennsylvania and Virginia were

2. THE BOARD'S ADVISORS



3. THE PRESIDENT

3. FARMER LINCOLN believes that "the people have within their own hands the tools to fashion their own destiny." But they need guidance—and a goad.

Lincoln and one secretary started the first Farm Bureau insurance company in 1926. While multiplying its assets 15,800%, he also led Ohio farmers in getting control of their own sources of fertilizer, gasoline and other needs.

He led in extending rural electrification from 18% to 93% of Ohio's farm homes.

As president of the Cooperative League of the USA, he has helped to extend ownership of consumer co-ops to 11 million American families. Through the United Nations and CARE, he is now putting "cooperation" to work in self-help programs for people across the world.



added; in 1937, New York and the District of Columbia; in the '40's, Connecticut, Rhode Island and South Carolina . . . This year FBM started selling in New Jersey.

In the '30's FBM service was extended to small-town and then to city folks.

Thus it has stretched out to reach an area which embraces about one-third of the nation's people. But among this population of 58 million, Farm Bureau has only 1.5 million policyholders with only 2,344,000 policies.

When the management of the companies was separated from the Federation, in 1948, Farm Bureau had sold one million policies. Between 1947 and 1952 direct written premium income trebled from \$37 to \$113.6 million. Assets more than doubled to \$139 million. Of this total the Auto Company represents \$80.1 million, the Fire company (started in 1934), 11.7 million, and the Life company (acquired in 1936), \$47 million.

Stronger organization and specific objectives have helped.

Lincoln still leads. But increasingly authority is decentralized—at Columbus, and even more in the field.

World-Wide Cooperation

Lincoln has a lot of other chores. For 15 years he has been president of the Cooperative League of the U.S.A. As president of CARE (Co-operative for American Remittances Everywhere) he has guided the distribution of \$150 million of relief to the peoples of the world. He is also consultant to the United Nations Food and Agriculture Organization. At odd moments, he reaps profits (he showed me the figures) from his own two farms near Columbus.

FBM's organization chart, developed with the aid of Rogers & Slade, management counsel, gives him more freedom. When he travels, he asks not to be interrupted "unless the place burns down."

The chart starts with 1.5 million policyholders, from whom authority descends to the 18-man Board of Directors. Under President Lincoln are five vice-presidents, headed by Executive V-P Bowman Doss, and including actuarial, controlling and general counsel functions, and Harry W. Culbreth, for public relations.

The seven operating vice-presidents, under Doss, are in charge of underwriting, claims, personnel, the secretary and the treasurer; William A. White, for sales, and Howard Hutchinson, operations, who directs the field decentralization program.

Since 1948 sales have been given vastly greater emphasis. Five-year objectives, 1948-52, for all companies have been exceeded, and Farm Bureau has set its sights much higher for 1957.

Culbreth is developing divisions of government relations, community relations, research, safety, public information, public relations planning, and policyholder relations.

Policyholders Prevail

One need not dig very far to learn who directs the Farm Bureau companies—and why. Over pictures of the 18 members of the Board in the annual report for 1952 is the caption: "These are our Policyholders, too, . . ." They are nominated by sponsor groups: Farm Bureau federations of Connecticut, Delaware, Maryland, Ohio, Pennsylvania and Vermont; consumer co-op "wholesales" in metropolitan New York and Washington, D.C., and Rhode Island Credit Union League. Nine live in Ohio—which still produces nearly one-third of FBM's business. Three are in Pennsylvania and one each in six other states. They live in such places as Jeffersonville, Vt., Goshen, Conn., Kenly, N.C., Holsopple, Pa., and Cadiz, Ohio. They work at being directors and policyholders.

Despite the complexity and cost of "communication" with 1.5 million owners, the Board and President Lincoln decided that more of them should help to guide the companies.

The 18th of April, 1952, was in some ways momentous. On April 18 in 1775 Paul Revere rode, and at Raynham, Mass., in 1892, Murray Lincoln was born. And in 1952 members of a new Policyholders' Advisory Committee sat down with directors, executives and managers in a two-day session in Columbus.

They represented 255 of the companies' 295 sales districts. Some had been appointed by sponsor groups, but most had been elected by fellow policyholders of their areas. They were men and women of nearly all ages: farmers and factory workers; doctors, lawyers, teachers, clergymen; welfare workers and housewives; accountants, mechanics, merchants and salesmen; a luggage manufacturer, a cook, an undertaker, and a writer. They had paid their way (FBM later reimbursed them) 10 miles or 1,000.

Few were insurance specialists. But in 23 separate meetings, by districts, they crystallized several hundred suggestions to improve or expand "coverages," service and promotion.

These suggestions, put before a general session by an elected spokes-

man for each group, ranged from introducing plate glass, burglary and "bridal" insurance (for financing a daughter's wedding) to a program in "grass roots economics" for world peace.

Policyholders wanted policies written in laymen's language, minus "fine print," cartoons and other devices to tell them easily what coverages they have. They asked for a "package plan" to help the average family meet all their basic needs for auto, fire, life and hospitalization, and a budget plan to meet the premiums on it. Several groups urged that the Farm Bureau name be changed to emphasize the broadened scope and ownership. One wag suggested Lloyd's of Columbus!

Through the rest of the year Farm Bureau sent reports to committee members on action taken or pending on the recommendations—which the committeemen duly summarized before their "constituents." Adoption of "bridal" insurance, for instance, brought the companies' total coverages to about 120. Some suggestions required study or testing. Others could not be adopted because of conflict with various state regulations.

What the Owners Want

The committee which met in Columbus in April 1953 was composed of only 27 members—one for each present sales region. But they were in effect the peak of a policyholder pyramid. In each of the 295 districts policyholders had chosen a district committee. These named one member to a regional committee, who elected one for the over-all group.

The new crop of recommendations ranges from accident policies for school children and sportsmen; policies covering medical, dental and burial expenses and special rates to selected life risks and accident-free drivers, to "write farm fire insurance in all states" and higher commissions for sales agents. Also: "Do more public relations work and advertising."

Company action is reported in turn to the regional and district policyholder meetings . . . Other meeting material includes tape recordings of talks before the Advisory Committee by Lincoln, Doss and Culbreth. These also have been broadcast over Farm Bureau stations WRFD, Columbus, WOL, Washington, and WTTM, Trenton, and have been presented by agent and policyholders before church, civic and business groups. In a booklet, "On Our Own," the talks have been distributed to 15,000 legislators, educators,



what's all this stuff about

"Selling by
helping people buy"



Come clean, Uncle Schuyler, isn't that just a slick sales approach that some industrial marketers use to disarm buyers?



What? You mean lots of people who specify and buy industrial products really have trouble locating the right suppliers?



Don't tell me you've master-minded a way to turn the buyer's problem into a sales advantage. All right, let's have it...



Now let's see if I've got this straight. First you make sure that adequate product information is anchored in every worthwhile prospect's office...



...then you use advertising to seek out those of your prospects who have a need *right now*... and direct them to that product information...

I get it! The pay-off is that salesmen get to spend more time with folks who have already taken one step toward selecting a possible supplier. So they have more chances to sell by helping *interested* prospects buy. Why, that's real simple... like taking candy from a baby!

NOTE: The model is the No. 2 child of Bill Brown, Production Manager, The Schuyler Hopper Co.



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clergymen, business and labor leaders. The companies' annual reports reach 75,000.

Farm Bureau executives regard the policyholder meetings as "low key but long-term selling." District managers call quarterly meetings and regional managers' semiannual meetings. Some groups have set up committees on public relations, safety and other problems.

But the job of developing 1.5 million participants has barely begun. Before the 1952 Columbus meeting only 6,000 or 8,000 had taken part. The 27 who came to Columbus last April represented 15,000 to 20,000. . . . "Policyholder participation" is now part of sales managers' training. Agents are urged to round up their owner-customers. And in more districts policyholders are sitting in on agents' meetings to learn about their problems.

Meanwhile, Farm Bureau itself is moving out nearer to policyholders.

Decentralization got under way in May 1951, coinciding with the new organization setup at headquarters. Under Howard Hutchinson an Operations Cabinet embraces the heads of reports and controls; standards, methods and manuals; plans and sche-

dules, and a "task force" which helps to organize all regional offices.

Now planned are 14 offices: four in Ohio; two in Pennsylvania; two in New York state; one each in Vermont, Virginia (minus two counties), the Carolinas, West Virginia and New Jersey; one for Connecticut-Rhode Island, and one for Maryland, Delaware, District of Columbia and two northern Virginia counties.

Seven offices have now been established — at New Haven, Columbus, Annapolis, Harrisburg, Lynchburg, Raleigh and Trenton. Others will be opened next year.

How Decentralization Saves

Bowman Doss has found the program "the most challenging and taxing of any administrative project since the companies' founding."

But already decentralization is saving money. Although the average salary has been increased, Doss notes that "salary cost per policy has been reduced from its highest point by five cents per month"—permitting annual company-wide savings of \$1,250,000. Productivity per person was increasing and duplicate administra-

tive functions were reduced.

Operating decisions at regional level and solution of many problems "at the source" are improving service to policyholders. Red tape is being cut. The program is "increasing our sensitivity to insurance needs and demands," and is promoting policyholder participation.

Five steps, over about nine months, are needed to get a regional office operating. The first two—*separation of functions* and *top staffing*—are taken simultaneously. The regional manager and his five key assistants—for sales, underwriting, claims, service and personnel—come to Columbus as a team for special training. Gradually, toward "Target Day," their assistants are added. Segregated records for that area are brought together. *Staging*, through shakedowns and drills, lasts about five months.

Originally, many employees hired in the field were brought to Columbus for training. In fact, for the first field offices, New Haven and Annapolis, some were not trained until the offices were opened. But with Lynchburg, many were hired and trained on the spot. This policy is being followed before opening other offices. Training kits, recently adopt-



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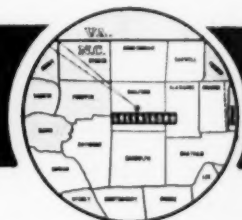


EVEN THE MIDGETS ARE BIG in the Growing Greensboro Market! . . . It's a bustling, thriving, top-drawer market in the South's No. 1 State — with sales that dwarf many others of comparable population . . . Here, for example, 699,000 people (1/6 of the state's population) account for 1/5 of North Carolina's total retail sales, food sales, drug sales, general merchandise sales, and furniture-household-and-radio sales . . . Step right up — and get more giant-size selling action in the Growing Greensboro Market, using the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD

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Represented Nationally by Jann & Kelley, Inc.



Sales Management Figures

ed, have been found both to shorten training periods and to step up productivity.

Moving: On "M-Day" all personnel move in with all their equipment. With them go Task Force men, who stay for final polishing until the new office's operations measure up to standard.

One-third of each office's personnel come from Columbus. Local churches, schools and professional clubs help to integrate them into the new community. These employees now are asked to find housing before they move. This plan was found to save the companies an average of \$148 per employee.

Each new office makes local news . . . In Harrisburg 8,072 people took part in a two-day open house. A lot of them were proud policyholders.

"Bigness" and decentralization have multiplied employee-relations problems.

Two years ago the three companies had 3,800 employees, of whom 1,200 were in the field. Today, they have 5,300, of whom 2,800 are in the field.

More than ever, Murray Lincoln leads. But in this farflung, complex outfit today, he can no longer reach

personally even all the managers. Lincoln himself is 61. Many who worked with him to get the business going and to keep it growing in the right direction have retired. Managers, employees and agents need to be convinced that their work can mean more than just another "job."

Recently a program was launched to indoctrinate new employees in groups of 15 or less with the companies' "people" objectives.

"Your New Job"

Publications help. Like a lot of other companies, Farm Bureau gives each new employee a booklet. Called "Your New Job," it covers rules and benefits, such as insurance, cost-of-living wage adjustments, retirement plan . . . and then broaches "the big idea":

"Faith in people and their ability to help themselves . . . makes our company a rewarding place to work. No one takes a profit from our business. The policyholders are our owners—and we are their employees."

Then "to meet a new concept of how human a big business can become," Farm Bureau launched for

policyholders and others a little (5½" x 8¾") quarterly called *Minutes*. In typical issues its 147,000 recipients learn about such hazards as accidents, ulcers or obesity, and the problems of helping peoples of the East to build "free countries and free institutions." Recently, Chester Bowles wrote on "What's India Trying to Prove?"

A newly-hired file clerk or janitor may be a bit overcome, but perhaps inspired, by a last-page message in "Your New Job" from Murray Lincoln:

"We must rid the world of hunger and poverty. We must share our abundance — to keep it. . . . By operating these companies in the public interest, all of us — employees and policyholders — can contribute significantly to the welfare of America and the world."

The man means it.

Indeed, after a quarter-century, he and his 1.5 million associates can report substantial progress toward it by "people working together."

(Some results, in sales and otherwise, will be reported in a second article on Farm Bureau Mutual Insurance companies, in SM's Sept. 15 issue.)

10 Common Weaknesses In Sales Supervision

1. Unrecognized as a function.
2. No responsibility assumed by top management.
3. Too many salesmen.
4. Too many duties.
5. Staff usurpation of command.
6. Inadequate evaluation.
7. Poor lines of communication.
8. Negative attitude.
9. Ignoring top performers.
10. Fault-finding motivation.

Few companies are guilty on all counts, but many over-emphasize a single phase of supervision. Here is a plan for a balanced program in a neglected area of management.

BY C. L. LAPP*, Ph.D.

*Associate Professor of Marketing
Washington University*

Sales executives should provide more support for each salesman. The following 10 common weaknesses indicate lack of attention in supervising salesmen:

1. Unrecognized as a Function

Supervision is not always recognized as a distinct management function. If you ask some sales executives what is meant by supervision they will give you a broad definition such as, "Supervision is routing of salesmen, expense control, or corrective action," and then will further state, "This type of activity is important in some companies but we can't supervise salesmen because we can't route them," or "Our salesmen must be

given freedom of action and can't be hamstrung in any way." Still other executives think of supervision as entirely a group relationship to be maintained solely through sales meetings, conventions, bulletins and contests, ignoring the need for a personal and face-to-face working relationship with each salesman.

2. No Responsibility Assumed by Top Management

A second common weakness in supervisory programs is the failure on the part of top management to assume any responsibility for salesman-immediate superior relationships. Too often top management is confused about what it expects of salesmen. If top management doesn't know what it wants salesmen to do,

immediate superiors of salesmen probably won't know. As a result salesmen are frequently required to spend hundreds of hours on unproductive projects and activities to the neglect of pay-off activities. Supervision policies are unknown in many companies. Yet setting up courses of action concerning supervision of salesmen can pay off. Written and understood supervision policies can be like a white line down the highway in giving direction to sales effort—it can be a terrific "timesaver."

3. Too Many Salesmen

A third common weakness is to give the salesman's superior too many salesmen to supervise. In the factory, warehouse, or office side of the business it is unusual if a superior of such employees is required to supervise more than 10 employees; it is most unusual for the number to exceed 15. The superior of salesmen—who in contrast does not have his men under one roof, on an assembly line, or controlled by routine procedures—many times is required to supervise more than 15 salesmen. Almost every executive, however, is beginning to realize that all other business activities have been unsuccessful if the salesman fails to produce. Why shouldn't greater attention, therefore, be given to the number a superior is able to supervise effectively?

Even top, star level salesmen will produce most only when they are kept informed about company products, policies, and procedures, given continuous training, and continually encouraged to do a better job.

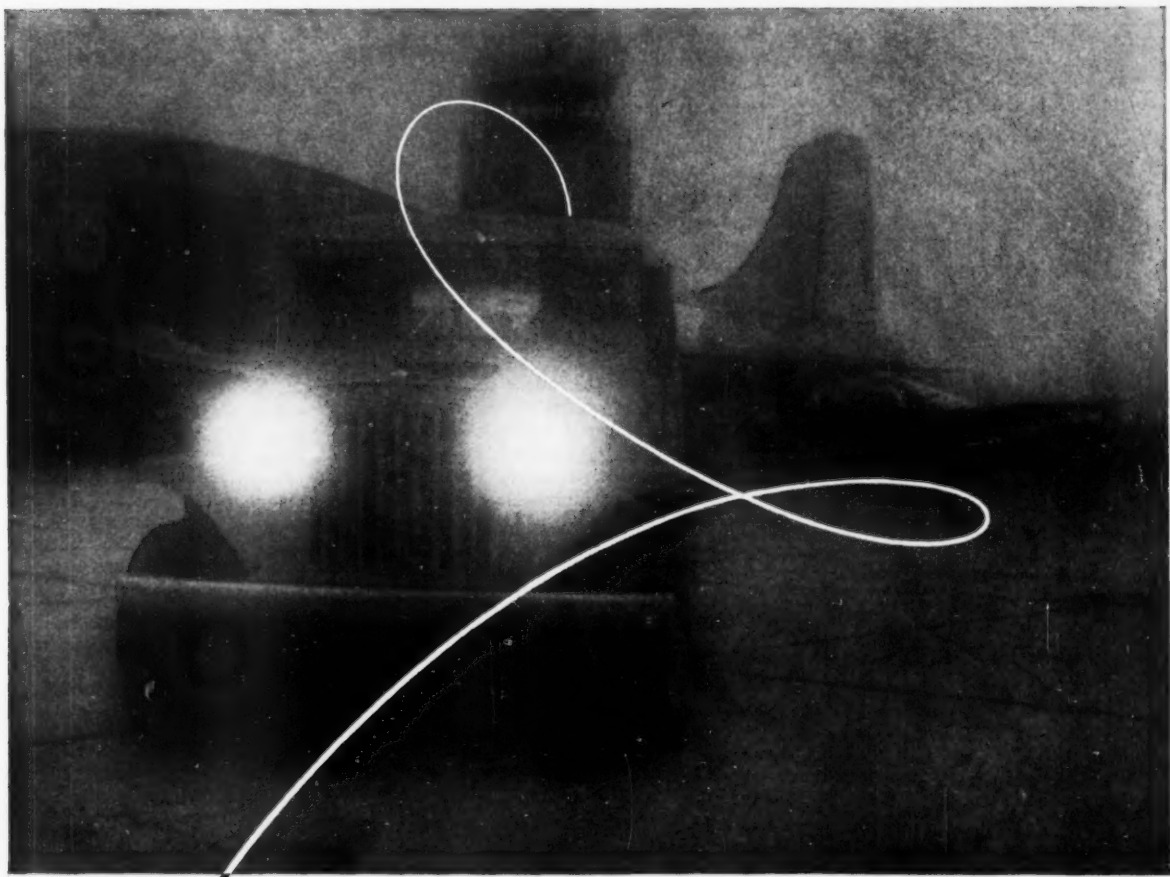
4. Too Many Duties

A fourth common weakness may occur in those companies that place a superior salesman in charge of less than 10 salesmen. In many of these companies the sales superior of salesmen may still not have enough time to give constructive help to his salesmen because of the numerous activities he has been assigned to perform with little or no assistance. Often, in addition to supervising salesmen, he is required to co-ordinate or actually perform such activities as advertising, warehousing, inventory control, purchasing, credit granting and collections. When this is not the case, management regards the sales superior as unproductive unless he spends a minimum of 80 hours or 90 percent of his time selling accounts.

5. Staff Usurpation of Command

A fifth weakness is the usurpation of the line of command by staff executives. Staff executives who cannot

*Author, "Personal Supervision of Outside Salesmen."



Are you still afraid weather will hold up your shipment?

Some people are doing something about the weather—the airlines. Consider the human-like instruments they have helped develop—like

ILS (Instrument Landing System) enabling a pilot to bring his ship through dirty weather to a safe landing. This is one of the reasons why you can depend upon Emery to get your shipment through—fast!

Emery uses *all* means of transportation—air and ground—to keep your shipment *on the move*. It's just one of the many features in Emery's "door-to-door" ship-

ping system you can depend upon to move goods in the fastest possible way. Emery's unique operation includes:

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- *Absolute control of your shipment all the way via Emery's private wire system and nationwide standby staff ready to assist your own expediting departments.*
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Don't Miss . . .



(Part II of this issue)

"When a Corporation Says Merry Christmas to its Friends."

This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

You'll find the answer to many of your own questions on what your own program should be . . . What other companies do . . . How much they spend . . . What they give.

Below is a sample of the questions answered by SM—based on confidential replies from executives in 1,311 different companies:

- How many give gifts? • What they give? • To whom? • The price?
- Type of gift? • How salesmen feel about program? • Distribution and follow ups? • Gift plans for employees? • Most satisfactory gifts sent? • Most satisfactory gifts received?

Over 500 Different Company Gift Ideas!

always be blamed for their actions as line executives often abdicate and encourage staff members to contact salesmen directly. As a result a salesman who operates under these conditions receives varying and conflicting orders from a number of people. If staff contributions are not reconciled on some level above the salesman how can the salesman reconcile them out on the firing line?

6. Inadequate Evaluation

A sixth common weakness in managing salesmen is the failure to evaluate or to evaluate fairly the effectiveness of each salesman's performance. Salesmen have been and still are too frequently evaluated solely on the basis of personal impression or sales volume alone. In some of the more progressive companies where the need for more objective evaluations has been recognized, evaluations are made on only quantitative factors. Qualitative factors, however, may be equally important in long-run business development. Lack of good periodic evaluations has resulted in salesmen being "let out" toward the end of their careers when they had not been told over a number of years how well or badly they were doing. Lack of quantitative and qualitative evaluation has led many salesmen to believe that their bosses selected favorites who got all the breaks. One of the saddest commentaries on today's practice of sales management is written in the classified advertisements for executives which appear in metropolitan papers. Advertisements for executive manpower would often be unnecessary if salesmen in these companies were evaluated, screened and trained for advancement.

7. Poor Lines of Communication

A seventh retardant to effective supervision is poor lines of communication. Salesmen in opinion surveys report that they want to know the "why" behind company policies, procedures, and orders. The salesman who knows the "why" will not throw

in the sponge but will be in there pitching with every buyer backing up his company and his leadership. Upward communication has been given even less attention than downward communication. Many sales managers echo this attitude: "I am not interested in what my salesmen think. Their suggestions are ideas salesmen may pick up from buyers in the field." Some sales managers have gone so far as to say, "I don't pay my men to give me ulcers; I am the one to give them ulcers."

8. Negative Attitude

An eighth weakness found in the supervision of salesmen stems from the indifferent "crack-whipping" or "superior attitude" of some sales executives. For example, many salesmen with whom I have worked in the field when asked, "Does your boss know about this condition?" reply, "No, but I am afraid to tell him about it" or "I have tried to see my boss a number of times about this matter but he is always too busy."

9. Ignoring Top Performers

A ninth weakness in supervision is commonplace in too many instances. Ineffective salesmen seem to get all the attention of superiors. Many of these men have a low potential and experience will show that they cannot ever be brought to a high level of selling effectiveness and held there without too much continuous supervision. However, high-level producers are often the salesmen with the greater unused potential. Attention given to them would usually bring greater returns than the same energy and money spent on the consistently low men on the totem pole.

10. Fault-finding Motivation

A tenth common weakness is for sales superiors to feel that they are doing a good job of supervising when they merely "find fault." A positive type of motivation built around a program of constructive individual development would produce far greater results.

COMING . . .

"VISUAL LANGUAGE" HELPS SELL HALF OF G-E'S VOLUME

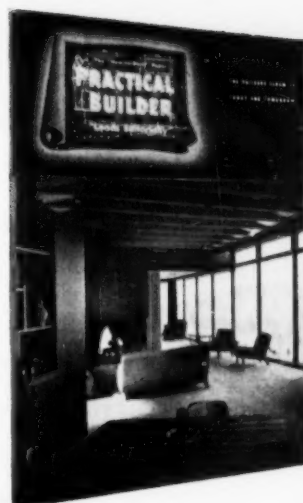
Visual education is one of the major media in G-E's Apparatus Sales Division. It crystalizes management communication among 30 of the company's departments.

in Sales Management, September 15

Says an Indiana advertiser (name on request):

"Although a year has passed since we first placed an ad in Practical Builder, we are still receiving requests from that first insertion.

In steadiness of pulling power, PB has maintained itself better than any of the papers in the building trade."



*"No man," said Samuel Johnson, "ever became great by imitation." And he could have added, "No magazine either!" **practical builder** has grown great by forging its own destiny... and linking that destiny to the great light construction industry. Nor has it wandered far afield. The men who own and edit PB have built a business built on building. No by-paths; no detours; no outside interests... just building. That's why this building book reflects concentrated editing. That's why every page is filled with solid stuff. That's why every issue is practical and potent for every advertiser who uses it. Yes, those who know agree: because PB gives its readers more, it gives its advertisers more... for their money!*



**... of the light
construction industry**

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Wanted: More Creative Selling For Products Sold to Industry

II. How to Classify and Evaluate What You Have to Sell*

You know all about your product's physical characteristics—how it works on the job. But are you making the most of the sales capital it provides? Here's a plan for product analysis that shows how to develop a sound sales approach.

BY ALAN E. TURNER • Late President, Amercoat Corp.
in collaboration with A. R. Hahn, Managing Editor

The needs of industry are endless. They range from paper clips for office use, to processing and production machinery and equipment that sells for thousands of dollars per unit.

All of these products, however, can be classified within a limited number of groups, insofar as the basic purchasing attitudes are concerned.

And, likewise, certain generalizations can be assumed with respect to anticipated buying motives and sales resistance.

A detailed analysis as applied specifically to your products will be necessary, however, before you can accurately calculate the gap between salesman and buyer and determine how to bridge it successfully.

Let us look first at the product groups.

Essential Staples: This group covers consumption goods, bought regularly in fairly constant quantities—on open orders or annual contracts, on specification, after tests or trial, or merely on the reputation of the supplier.

In this category are found:

Raw Materials

(Examples: steel; wood; cement; molding compounds; synthetic fabrics; fibers.)

Small Tools and Stores

(Examples: drills; reamers; grinding wheels; abrasives.)

Product Finishes

(Examples: varnishes; lacquers; synthetic enamels.)

Packaging Materials

(Examples: cellophane wraps; aluminum foil; cardboard; plastic boxes.)

Shipping Containers, Materials and Supplies

(Examples: cartons; wood and fiber shipping cases; packing and strapping materials.)

Office Supplies

(Examples: typewriter ribbons; carbon paper; file folders.)

Maintenance Materials and Supplies

(Examples: paints; soaps; disinfectants; janitors' supplies.)

In general, we can assume for the products in this group:

That since they will be consumed, their purchase will be considered an expense, a part of the cost of doing business; hence price will be an important factor.

That the prospective customer will already have an established source of supply. Therefore, you will need to advance sound reasons, from the buyer's standpoint, if you expect him to switch any of this business to you.

That materials from a new source which may affect product quality, merchandising value of the package, faster or safer deliveries; will need the approval of several key people (quite often even top management) before an order can be placed.

Essential Machinery & Equipment:

Falling in this group are the essential units for the operation of the business; standard or special in character

and design; bought at infrequent intervals, both as replacements and additions; and looked upon as expenditures of an investment or semi-investment nature.

In this category belong:

Materials Handling Equipment

(Examples: hand trucks; lift trucks; conveyor systems.)

Raw Materials Storage Equipment

(Examples: tanks; bins; storage sheds.)

Manufacturing and Processing Equipment

(Examples: grinding mills; mixing tanks; high speed agitators; power presses; lathes.)

Packaging Equipment

(Examples: counting; weighing; filling; automatic wrapping equipment.)

Finished Goods Storage Equipment

(Examples: metal shelving; bins; cabinets; storage tanks.)

Transportation Equipment

Examples: trucks; trailers; tank-cars; tankers.)

"Class A" Office Equipment

(Examples: typewriters; calculating machines; filing cabinets.)

We can assume, in general, for this group that: For "static" equipment (storage units and other non-producing items) the major yardsticks will be adequacy, initial cost, and life expectancy.

For productive units (or units which have a direct influence on "cost of goods sold") the major yardstick will be a combination of initial cost, life expectancy, the resulting influence on production unit costs, either through increased hourly volume, labor saving, or both.

In either case, the new purchase will usually replace one or more pieces of equipment now in use, posing the questions of the risk (to uninterrupted production) involved and the capital loss to be incurred in the disposal of the old equipment.

Optional Products & Services:

This group is by far the broadest and covers that wide variety of items which *might* produce a beneficial result for the prospective customer, but which he can "struggle along" without, unless and until he is convinced

*This is the second of a group of five articles. The first, with the sub-title "Better Selling Begins with Top Management" appeared in SALES MANAGEMENT for August 15. The third article will appear in SALES MANAGEMENT for September 15.

You Don't Know

... what you have to sell
... how you can most successfully sell it ...
until you answer these:

24 Key Questions About Your Industrial Product and Its Market

Not only must they be answered, but each answer must be classified as a sales advantage (and therefore something you can capitalize in sales presentation), or as a sales hurdle (which you must find effective ways to overcome).

1. What is our product?
2. What is its proper classification among industrial products?
3. What is its intended use?
4. How will it be used?
5. What desirable end result will it produce?
6. Will its use replace similar products or is it new and different?
7. Will it fit into present operations or will changes or modifications be required?
8. Is it usually bought on specifications, design, or by trade name?
9. Are its purpose and value easily shown?
10. Will tests or trials be required?
11. What is the time required to complete tests and prove a case?
12. What other yardsticks can be used to appraise value?
13. What risk does the customer take in accepting our product?
14. What is the average unit of purchase?
15. Will purchases be continuous, at long intervals, or non-recurring?
16. Will purchase be considered an operating expense or an investment?
17. What supplementary service will be expected or required?
18. Who must initiate the purchase?
19. Who must approve the purchase?
20. Who must issue the order?
21. Is source of supply already established?
22. Is it well entrenched?
23. How do our products compare with competition?
 - a. As to utility?
 - b. As to quality?
 - c. As to price?
24. What advantage is there to the customer in changing to or adding our products?

that there is a financially worth-while benefit for his company. Virtually all "new ideas," improved methods, and time-and labor-saving devices fall in this category.

Thus the selling job is a two-fold one:

1. To prove that the new idea or advanced method will produce *more*, produce more uniform quality, save time and money, and "pay out" within a reasonable period.

2. To establish that these benefits are of sufficient importance to the particular company (in dollars) to warrant prompt consideration and action.

It will be noted that "Class A" Office Equipment was included under the "Essential" group. "Class B" Office Equipment should be considered as part of this "Optional" group. The distinction is this: Typewriters are essential in every office. Standard,

manually operated machines therefore properly belong in the "Essential" group; but the new electric machines are an optional purchase. The customer may need a new typewriter (as a replacement or addition) but he does not necessarily need an *electric* machine. Thus the choice is *optional* and the required sales effort substantially increased.

Basic Installations: This category covers the new construction and ex-

pansion of plants, warehouses and offices—with the initial facilities and appurtenances—and collateral services.

In this group we might include:
Architectural services.
Consulting engineering services.
Design engineering services.
Building materials (of all types).
Lighting and plumbing equipment.
Air conditioning equipment.
Plant machinery and equipment.

(Many of these items also belong in the second "Essential" category, but plants are already in operation.)

It is important to consider these "new construction" items as a separate group, because:

1. They are likely to represent one-time purchases.

2. The buying decisions will be arrived at as the result of group thinking, involving both executives and consultants.

3. The attitudes and buying motives of these individuals are likely to vary considerably. There must be an understanding of each man's individual viewpoint and he must be dealt with in terms of his own attitudes and convictions.

Having established the four broad product groups, the next step is to determine where your products fit into the picture, the character of sales resistance you will need to overcome, and the sales strategy to be employed.

24 Key Questions

This calls for an impersonal, intellectually honest analysis of what you have to sell uncolored by your own personal reactions and enthusiasm. Enthusiasm and belief in your products are important qualities in salesmanship, but they alone will not succeed; the conviction must be established in the buyer's mind that your product is his "best buy," predicated upon the extra benefits which his company will enjoy from its purchase and use.

If you will develop accurate answers to 24 pertinent questions, (See page 41) you can derive a picture of the sales advantages implicit in your products, as well as the sales "hurdles" which you will need to overcome.

A summary of these sales advantages and sales hurdles, combined, will also provide you with ample clues as to the sales job which confronts you.

While this type of analysis, perhaps, is more readily applied to selling of a more tangible nature, even in the case of Amercoat it is constructive and revealing.

Let us answer these 24 questions as applied to Amercoat and see where they lead us.

Product Analysis:

1. Q. The Product?

A. Protective Coatings.

This designation is a sales advantage once relations have been established on a service rather than a commodity basis.

It is a hurdle until we have successfully established ourselves on a higher level than run-of-the-mill paint peddlers.

This Is Applied Analysis

2. Q. Classification?

A. Optional Group.

An advantage in that we need not be bound by established purchasing procedures.

A hurdle in that our products are not necessarily essential to day-to-day operations, unless and until serious corrosion or contamination difficulties have developed.

3. Q. Intended Use?

A. To protect (a) plants, machinery and equipment from corrosion; (b) sensitive products from contamination.

An advantage when we have firmly established the need and gained acceptance as best equipped to cope with such problems.

A hurdle until the need has been established.

4. Q. How will it be used?

A. Applied by customer's maintenance crew or outside application contractor.

An advantage in that we are able to provide full service (through qualified applicators) and a complete service follow-through.

A hurdle to the extent that successful use requires expert application and most maintenance crews need special instruction and close supervision.

5. Q. What desirable end result will it produce?

A. Help to control corrosion; and reduce the six billion dollar loss which industry sustains each year.

An advantage when a serious problem exists and is known and admitted by the prospective customer.

A hurdle unless the problem is ad-

mitted and the full cost of failure to correct it is calculated and understood.

6. Q. Will its use replace similar products or is it new and "different"?

A. New and different as compared with conventional paint. Some similar products exist, but they are not able to handle as wide a range of problems as Amercoat.

An advantage after we have convinced the prospective customer that Amercoat (and its complete line of products) is a superior method of corrosion control.

A hurdle if we permit ourselves to be trapped into commodity selling or comparisons on any other basis than cost-per-square-foot-per-month-of-service.

7. Q. Will it fit into present operations or will changes or modifications be required?

A. May require partial plant shutdown for short period; otherwise no changes in operations.

An advantage only to extent that changes are not revolutionary.

A hurdle since there is always resistance even to temporary interruptions of production except for the annual shutdown period. This creates a tendency to delay and postpone.

Buying Practices?

8. Q. Is it usually bought on specification, design or by trade-name?

A. Conventional paint bought by trade name; Amercoat upon our own technical recommendations.

An advantage when our selling job is well done, since we then establish ourselves as corrosion specialists and on a plane substantially higher than that of the average commodity supplier.

A hurdle in that we must convince the prospective customer that there is a difference between "paint" and "protective coatings"; that we are rendering an industrial service, and are not peddling commodities.

9. Q. Is its purpose and value easily shown?

A. In theory "Yes"; practically, it may involve long-term tests.

An advantage in that when we have proved our case we gain a degree of acceptance and confidence of inestimable value.

A hurdle in that we must prove our case and patiently await the test results.

10. Q. Will tests or trial be required?



Assign Salesmen THIS WAY?

Whoops . . . three-quarters of an inch too far west and instead of a salesman in Detroit, you've got one in Devereaux, Michigan, population 35, principal industry . . . none!

Of course, no real-life sales manager uses such a method. He must use eyes-open procedures. Advertising managers too, want specific information about circulation in order to allot their budgets most intelligently and effectively. For complete coverage, deepest penetration of the metalworking industry, they select MODERN MACHINE SHOP.

Its 40,000 circulation . . . largest in the industry . . . includes 28,000 "plant circulation," individual plants receiving one or more copies. This plant circulation alone is as large as the entire circulation

Do You Have It? . . . your copy of "Highway to Metalworking," new 48-page study of market and media facts...write today!

of many metalworking publications. The total circulation is 87% personally requested . . . just under 100% personally verified!

MODERN MACHINE SHOP'S "production executive" readers, who prefer its "how-to-do-it" viewpoint, make it the preferred media in the metalworking field. Its readers, whatever their titles, have one function in common: *they purchase, specify, recommend or influence the buying of equipment and supplies.*

It makes good sense . . . and profit, too . . . to "put your money where your market is!" . . . in . . .



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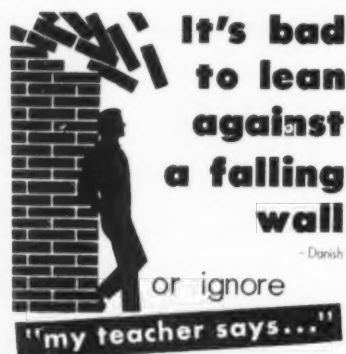
Test in Peoria!



It's the "BEST TEST MARKET IN THE MIDWEST". . . say advertising and agency executives in all S. M. Surveys.

PEORIA JOURNAL STAR

It's bad to lean against a falling wall



—Danish

"my teacher says..."

Few statements are less debatable than those following "my teacher says . . ." Parents submissively listen when 30,000,000 school kids introduce teacher's word into the lives of 10,000,000 families with this simple phrase.

You can utilize the tremendous influence teachers innocently exert by placing your advertising message in State Teachers Magazines. Over 300,000 subscribers absorb, from reading their own state teachers magazines, impressions that may eventually reach these millions of homes.

You can use any or all 44 state publications—at a surprisingly small cost. Full information is available from Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Illinois.

State TEACHERS Magazines

A. "Yes" for new uses and new users. Established customers will accept our recommendations.

An advantage (see question No. 9).
A hurdle (see question No. 9).

11. Q. Time required to complete tests and prove case?

A. For immersion tests, 30-90 days; for application to exterior of equipment, 6-12 months.

An advantage (see question No. 9).
A hurdle (see question No. 9).

12. Q. What other yardsticks can customer use in appraising value?

A. Successful experience of a wide variety of industrial users.

An advantage in creating confidence in our recommendations and selling our fundamental purpose of "corrosion control."

A hurdle if we permit the prospective customer to conclude we are going to approach his problem on a "canned recommendation" basis.

13. Q. What risk does the customer take in using your product?

A. Possible money loss and inconvenience in event of failure; possible serious damage if highly corrosive liquids are not fully contained.

An advantage where we have demonstrated the effectiveness of our recommendations; the likelihood of switching to competitive systems is minimized.

A hurdle with the new user who hesitates to take a chance.

14. Q. What is average unit of purchase?

A. Small test applications, \$50 to \$250; full-scale applications usually run several thousands of dollars.

An advantage in that customer can prove the value of our systems with a relatively small outlay.

A hurdle in that we must make a substantial "investment" in time and sales effort, which cannot pay off unless we can develop the new account into a user of our products on a substantial scale.

15. Q. Will purchases be continuous, at long intervals, or non-recurring?

A. At long intervals insofar as a specific application is concerned; continuous in most instances since most plants have a variety of corrosion problems which are approached one at a time over a considerable period.

An advantage in that we have a sound reason for maintaining continuous contact which is of value to the customer.

A hurdle in that we must be constantly alert to insure that every

recommendation produces a successful result.

16. Q. Will the expenditure be considered an operating expense or as an investment?

A. An expense, unless and until we can convince the prospect that our methods of protecting his valuable assets represent an investment that will produce real dividends.

An advantage when we have proved our case.

A hurdle if we permit initial cost to be the only consideration.

17. Q. What supplementary service will be expected or required?

A. Service follow-through to insure expert application and satisfactory result.

An advantage in ensuring that the customer will get what he pays for and the result he expects.

A hurdle in the additional time and effort involved.

18. Q. Who must initiate the order?

A. A corrosion engineer where there is one; otherwise the executive primarily responsible for plant operations and costs.

An advantage when we deal with key men since we are selling results and that is their primary interest.

A hurdle if we are stymied by the purchasing department which usually takes a commodity viewpoint.

19. Q. Who must approve the purchase?

A. Usually top management.
An advantage when we are able to present our own story.

A hurdle in some instances, where we must rely on others to obtain approval.

20. Q. Who must issue the order?
A. Usually the purchasing department.

An advantage when this is merely routine and we can sell the benefits of using our "yardsticks" rather than commodity comparisons.

A hurdle if we cannot overcome price-per-gallon comparisons.

21. Q. Is source of supply already established?

A. For conventional paints "Yes"; for satisfactory control of critical problems "rarely."

An advantage so long as we restrict our discussions to specific problems and their adequate and economical control.

A hurdle until we have convinced that our function is "corrosion control," not paint peddling; and that

we can produce a more economical result.

22. Q. Is present source well entrenched?

A. Rarely, with respect to specific problems.

An advantage if we stick to critical problems.

A hurdle otherwise.

23. Q. How do your products compare with competition:

(a) As to utility?

A. They cover a wider range of corrosion problems and can do a better job on at least 60% of them.

An advantage in building accounts (multiple users).

A hurdle only if we step out of our natural range.

Q. (b) As to quality?

A. Quality is a matter of relative performance; therefore, the same answers prevail as for 23(a).

Q. (c) As to price?

A. Higher than most on a per-gallon basis, or on the basis of initial installation cost. More economical on a cost-per-square-foot-per-month-of-service basis.

An advantage on a service and performance basis.

A hurdle if we permit cost-per-gallon or initial cost comparisons.

24. Q. What advantage is there to the customer in changing to or adding your products?

A. The benefit accruing from a better and more economical answer to his problem.

An advantage if we can provide such an answer.

A hurdle (which we do not even attempt to surmount) if we cannot.

To summarize from all of the foregoing we find ourselves in this position:

Sales Advantages:

1. As a system of corrosion control Amercoat enjoys a relatively new approach and a potentially large market opportunity (the reduction of \$6 billion annually which corrosion now costs industry).

2. This end result is of interest to top management in many branches of industry, who will look upon expenditures for Amercoat as a sound investment, if and when we can prove our ability to deal with their critical problems. We can supply this proof through reference to many satisfied users and by actual tests.

3. We need not be bound by normal purchasing procedures; and competition will be minimized since it is rarely entrenched (in relation to specific problems). Our products and

systems cover a wider range than those of competitors and we can offer more economical as well as more effective control.

4. By providing the proper service follow-through and insuring that the customer gets the desired results, we can build accounts (multiple users) and establish confidence to the point where our recommendations will be accepted, even though they involve some inconvenience through temporary interruptions of production.

Sales Hurdles:

1. We must select as "prospects" only such companies as may have critical corrosion or contamination problems; problems that cannot be handled by conventional paint or by less effective coating systems.

2. We must avoid "commodity selling," price-per-gallon and initial-cost comparisons and overcome the somewhat prevalent opinion that "paint is paint."

3. We must be willing to invest a substantial amount of time with each new prospect; be intellectually honest in analyzing prospect's problems; be willing to prove our case to the extent that there will be no question of failure; and follow through until a successful result has been assured.

4. We must "get to" the right men in each prospective plant, at the very beginning, and follow through with them until the application has been authorized, installed and effectively in operation.

5. We must convince these men of the need for better control (if such need exists), of the soundness of our recommendations, and of the necessity for expert application, even at the cost of interruptions to production.

Regardless of the product or service involved the foregoing analysis with its summary of "plus" and "minus" values, is the key to constructive salesmanship.

When properly prepared, the analysis and summary "pull no punches," but picture the sales situation realistically and objectively. They also indicate clearly:

1. The various steps in the sales process, which must be taken in order to bridge the gap between salesman and buyer and generate orders.

2. The initial approach which should be used.

3. The salesmanship (sales strategy) to be employed.

Thus the analysis itself and its use as a blueprint for the succeeding steps in the program are of vital importance. No sound program of constructive salesmanship can succeed without it.

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M **MEANS**

B **BUSINESS**

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A.B.C. figures for 6-month period ending March 31, 1953

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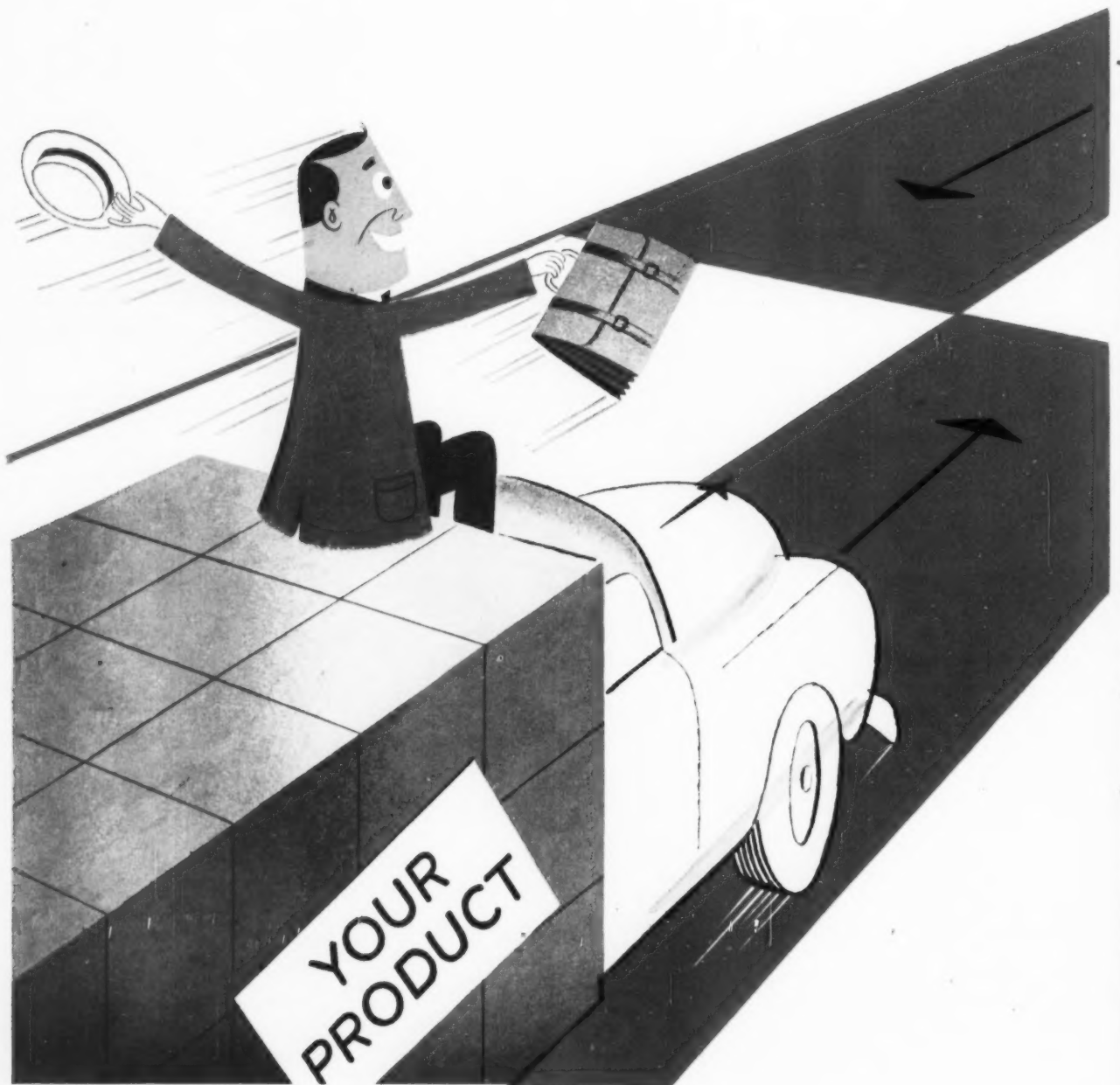
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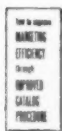


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If you look at marketing as a two-way street, you will recognize that all the while you are trying to find out which prospects are *hot right now*, those hot prospects are trying just as hard to find products like yours. It follows that when you use the powerful combination of the standard tools of selling and well-placed buying aids, you speed the process of bringing "ready" prospects and your salesmen together. Today, 1,480 manufacturers use Sweet's services in this connection. The Sweet's man in your area can show you how they improve their marketing efficiency through improved catalog procedure.

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Coming: Trade-in Market for Homes?

The sales potential could equal the booming "do-it-yourself." Here's a plan to break bottleneck in replacements.

BY JEROME SHOENFELD • Washington Editor

There'll probably be a trade-in market for houses, just as there is for sewing machines, TV sets and autos. The Federal Housing Administration, which finances 25% of home construction, and the National Association of Home Builders have teamed up to create it.

It all started last winter, with a speech before NAHB's Chicago convention. First vice-president, Richard G. Hughes of Pampa, Tex., who puts up approximately 1,000 houses a year, outlined a way to do it with FHA help. The builder, on an FHA insured loan, would take a house in trade, repair or remodel it and then resell.

Builders passed the idea back and forth and in April presented it to FHA. They suggested what may prove necessary, a change in law permitting FHA to insure mortgages on remodeled houses at substantially the same ratio as on new homes: 95% on the first \$8,000.

FHA hasn't agreed to go to Congress. But it offered something. Ordinarily, if you remodel, FHA will insure only a short-term loan covering the improvements. Now, FHA proposes substitution of a completely new mortgage, up to 80% on the revalued house. It's not as good as 95% but it's something.

Which Cities First?

To get started, FHA wants completed trade-ins, which simultaneously would provide test cases to study and examples to point to in a publicity drive. The search, which opened in June, is centered on Columbus, O; Hartford, Conn; Shreveport and New Orleans, La. and Washington, D.C.

A proponent will tell you that the idea has everything for almost everybody—residents, municipalities, FHA and even a builder like himself. Real estate men talk like that.

A family with a two-bedroom house, with a boy and a girl who are sprouting up and soon can no longer use the same bedroom, needs to find more space. Can they sell their house and secure enough cash to finance purchase of a larger one? Many can't. Further, millions of ex-service-men purchased their first home with a GI loan at 4% interest on a 5% or 10% down payment. An FHA-insured loan—if they can get one in today's "hard-money" market—requires at least a 20% down payment, possibly as much as 25% to 30%. Price of the larger house will be greater and, because of postwar inflation, the dollar price will be higher than for their GI-financed home. But the builder may be able to help them if FHA and builders can successfully work out trade-in idea.

What Benefits?

It's a generally accepted fact that used houses turn to slum. If they were improved they might not. Preserving residential neighborhoods would keep existing facilities: sewage; water; schools. The city would save. FHA has insured whole communities, whose values wouldn't deteriorate.

The builder widens his market. He sells both a three-room house to the newlyweds of 1946 or 1947 and, in 1953, a trade-in, remodeled, two bedroom house to the just-married. There are supposed to be approximately four million postwar houses, to which builders no longer apply glorifying adjectives. Despite leaky pipes, drafty windows and small rooms, they may be worth something as trade-ins.

For the builder, there's a more immediate benefit. For example, he may have built 50 houses and sold two at the advertised \$15,000. A month later, somebody may offer \$14,500 for the third house. The builder dares not accept; he'd be announcing that

he had to unload, inviting an offer of only \$14,000. A developed trade-in would save him. He could reduce the real price by raising his offer on the trade-in house. Thus the list price would stand intact, but the buyer would secure a lower price.

In each city, FHA starts with a meeting open to the public and announced in the local real estate pages, preferably under an eight-column banner head. An FHA man or local builder describes the plan, after which there's a panel or forum discussion. Then the builders, who are serious about it, look for people with something to trade.

Almost daily, FHA officials have been telephoning builders in their cities: Anything ready? Pending? If the builder says, "Yes," (which happens occasionally) the official's work starts. Here's part of what he must do:

Types of Replacements

He lists details about the house, physical and financial—scores of details, from which FHA must determine how large a mortgage it can insure. The architects, those of FHA and the builder, talk over what to do and sketch the improvements they agree on. These may include: extra bedroom; replacing wartime plumbing; new electric fixtures and wiring; central heating; screened-in porch; more storage and closet space; building an attached garage; changing the front elevation and landscaping. Naturally, an improvement must promise higher valuation, increased life or an easier sale.

After it's been agreed, for example, to put in another bedroom and to turn the space under the stairs into a closet, the builder applies for a loan—the highest FHA will cover. The official acts as though he'd agree, scrutinizes figures, examines blueprints, types out forms. But he signs nothing. It's all rehearsal. The complete file goes first to Washington for review.

If the local FHA director can't find anybody who'll go through all this with him, he should at least dig up examples of houses that were improved and sold. These too might make good publicity.

To date, FHA offices have not been overwhelmed with applications to convert. At meetings, builders glow



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*Sales Management Survey of Buying Power, May 10, 1953.

**Consumer Income Supplement, 1953, Standard Rate & Data Service

THE INDIANAPOLIS STAR
YOUR FIRST TEAM FOR SALES IN INDIANA
THE INDIANAPOLIS NEWS



SEPTEMBER 1, 1953

with competitive optimism; words soar. If the FHA official were unfamiliar with the enthusiasm common to real estate men, he'd write Washington that everything was fine.

One Washington builder was certain he'd bring in a hundred. His display advertisement in the local newspapers carried the paragraph: "Important! We will accept your home in trade for a new Silver Rock model of your choice, provided it will meet our requirements and... FHA approves." This drew a single home owner, who may not qualify.

The experience made an impression on local builders. Generally, they

believe they know the reason for the negative results. It's their theory that a deal can be arranged only if there's sufficient margin, which they usually fix at around \$5,000 between the house to be traded and the new house. The family moving out wants something conspicuously larger, which cost at least that much more. Silver Rock models were \$12,500.

In Washington, at least, families in wartime two-bedroom houses *look* more often than they move. They're seldom satisfied with the three-bedroom houses that succeeded to two's in the new suburbs. After driving around, a woman will insist that

such a house is "really" two bedrooms disguised by a partition. The family that does move must go into a substantially higher price bracket. That's where the \$5,000 margin comes in.

There are trades of all sorts. Some are between builders who, for convenience, swap neighborhoods and in the course of bargaining write up the valuations of their paper equities. Real estate agents offer other examples. An elderly couple want to sell a house in the \$40,000 range. A younger couple with a \$20,000 house and a family that will grow covet it, but can't afford it. They offer their house as part payment. The \$40,000 man accepts after the agent assures him that it will be easier to sell than his own.

One case, worked out without FHA, may provide the model. The owner of a \$10,000 house, subject to a \$7,000 mortgage, traded it for another priced at \$17,000. His was the type of house usually advertised and sometimes sold at \$11,500, with most of the payment in a second mortgage rather than in cash. The owner accepted \$10,500 from the builder. If he took \$1,000 less than he had to, he came out with \$3,500 actual money and so was able to buy into something bigger. Many won't do that. The trade-in market may be for those who will. In this instance, the builder added \$800 of improvement and is reoffering the remodeled house at \$12,000.



Hey, What Is This?

A toy? Nope. A dramatic and imaginative take-off for a sales presentation.

To awaken the food industry to the need for keeping packaging abreast of changing markets, the Film Department of E. I. du Pont de Nemours & Co., Wilmington, placed these boxes in the hands of its salesmen. Mounted in its windows are three dolls representing a father, mother and child family unit.

Object: to dramatize the fact that since 1940 families of three persons or less have increased 30% (since 1930, 70%!). Reason for du Pont's interest in these statistics: They see a huge unexploited market for packaging materials... the market in which they would share if more food manufacturers understood the need for packaging in smaller units.

The salesmen used the boxed dolls as a "conversation starter," and presented to the prospect, on the same call, a brochure called "Three Little People." The brochure offers further statistics ("Today over 6 out of 10 families in the United States are composed of three persons or less.")... quotes packaging authorities on the need for more small-unit packaging... cites case histories of products that have enjoyed excellent market response to smaller packages.

Moral: Statistics need not be dull. And imagination can do wonderful things for sales promotion.

You Can Haggle

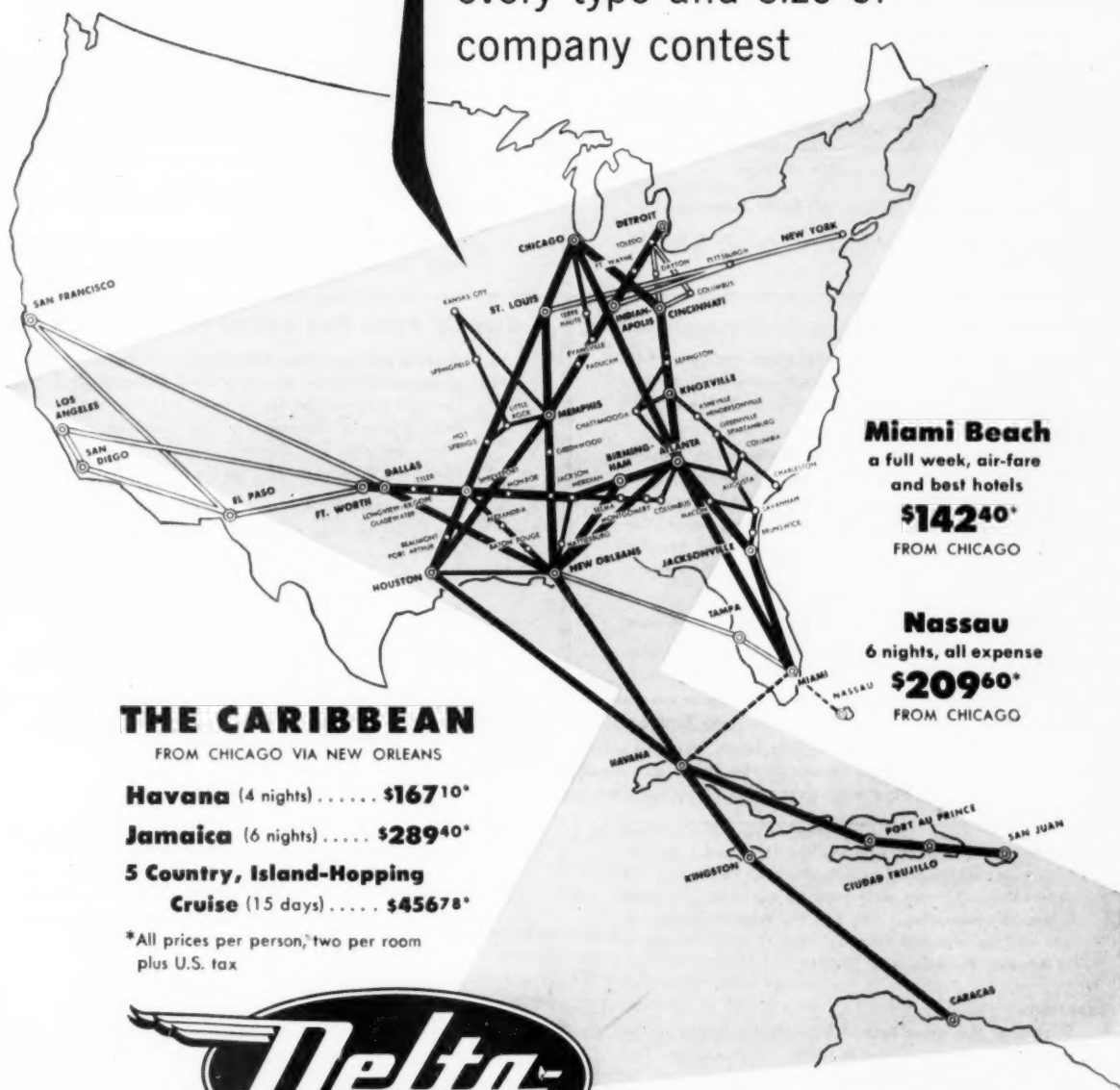
From the scattered objections, the outline of that market can be traced. It's remarkably like the market Hughes envisaged: a departure from the postwar shoddy homes put up in haste, under high pressure, with substitute materials. Even though these houses look alike and can be identified by location only, they're not standard in the sense that an auto is. A builder won't be able to glance at a convenient table showing trade-in values and from it make an offer. There won't be less haggling over a trade-in than over an original purchase. When you buy a house, you buy with it a neighborhood, shopping center, school, travel connections. It will be no different when you trade one. That's the business.

If, as seems likely, a market develops, the benefits, however gradually they appear, may be great indeed. At the very least, the adage that nothing ever changes in real estate will have been disproved. The credit will go jointly to National Association of Home Builders and FHA.



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Films You Can Rent or Buy for

Because so many inquiries come to the Sales Management editors, asking for sources of motion pictures or slidefilms which deal with the techniques of salesmanship, we present here and on the following two pages a selected list of

The Importance of Selling

16mm, 20-minute, black-and-white sound motion picture, produced by Encyclopaedia Britannica Films in 1953 and sponsored by National Sales Executives, Inc.

Illustrates the extent of selling activity by showing short scenes of many salesmen at work: insurance salesman who sells an intangible investment; wholesale salesman; freight salesman who sells a service; salesman of raw materials; manufacturer's salesman; sales engineer; retail salesman. The point is that through creative salesmanship, selling provides a service to the public at large.

Purchase price: \$100. Rental cost: \$5 for three days.

Write to: National Sales Executives, Inc., 136 E. 57th St., New York 22, N. Y.

The Bettger Story

16mm, 30-minute, black-and-white sound motion picture based on Frank Bettger's best selling book, "How I Raised Myself from Failure to Success in Selling." Produced by The Dartnell Corp. in 1950.

Bettger portrays the role himself. He tells how he failed as a big-league ballplayer and considered himself a failure at 29, and then demonstrates his 13-point formula for success in selling, based on Benjamin Franklin's autobiography, showing how he was able to retire at 40.

Rental only: \$1 per person for each showing; \$40 minimum.

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

Closing the Sale

16mm, 30-minute, black-and-white sound motion picture, featuring the famed sales team, Borden and Busse, appearing for the first time since 1938. Produced by The Dartnell Corp. January, 1953.

First of a new Borden and Busse series which presents five closing techniques used by selling champions; shows how to make the prospect "feel the fire"—yawn preventers; how to find the "key issue" during every interview; how to "button up" sales with customer benefits; how to "push and pull" the sale without high pressure; how to ask for the order with fear-free frankness.

Rental only: \$1 per person for each showing; \$40 minimum.

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

Step-Up Sales Plan Series

A series of seven 35mm, black-and-white sound slidefilms, produced by George Brosch in 1947: Filling in the Dotted Line—14 minutes; Let Me Live—15 minutes; Making Your Story Stick—15 minutes; Over the Hurdles—15 minutes; Show 'Em and Sell 'Em—15 minutes; Those First Few Minutes—13 minutes; Up Pops the Devil—15 minutes.

Demonstrates why the salesman must have a knowledge of the buying motives that apply to what he is selling. The most common motives are listed and salesmen are shown using their knowledge of them to increase sales.

Rental only: complete series, \$18; individual films, \$2.75.

Write to: Audio-Visual Extension Service, The City College School of Business, 17 Lexington Ave., New York 10, N.Y.

A Textbook of Salesmanship

A series of four 16mm, black-and-white sound motion pictures and four 35mm filmstrips, correlated with Russell and Beach, "A Textbook of Salesmanship," emphasizing four vital areas of the selling operation, produced by McGraw-Hill Text-Films in 1953:

Prospecting

Points out that a good salesman has developed a definite system of continuously adding to and maintaining his prospect list. Answers such questions as: What is a good system of prospecting? How Can the salesman determine who can be changed from a "wanter" to a "needer"? 10 minutes. Purchase only: \$60.

Preapproach

Emphasizes the importance of knowing in advance all the pertinent facts regarding a prospect. As an example, Ted Sanders, successful salesman of industrial lubricants, is interviewed on his preapproach methods. He explains that the preapproach takes the biggest part of his time in most of his sales. 11 minutes. Purchase only: \$60.

Write to: Text-Film Department, McGraw-Hill Book Co., 330 W. 42nd St., New York 36, N. Y.

Approach

Prospects aren't exactly like untamed lions, states this film, but they have the same basically instinctive distrusts and fears, the same barriers of resistance to anything or anyone new or strange, and the salesman, like the lion tamer, has to gain his prospect's interest and confidence. 11 minutes. Purchase only: \$60.

Making That Sale

Illustrates an effective closing of a difficult sale. The salesman reviews in his own words his approach, and describes his demonstration that resulted in a sale, illustrating principles basic to making a sale. 17 minutes. Purchase only: \$85. Purchase price of the entire series, including filmstrips: \$250. Filmstrips: separately, \$4 each.

Meetings and Training Sessions

films. Not all of these films are new, but those predating 1953 are widely used, and are both valuable and usable for present-day audiences. Please send all inquiries direct to the sources as indicated—not to Sales Management.

The Face in the Mirror

16mm, 28-minute, black-and-white sound motion picture, produced by The Jam Handy Organization, Inc., in 1940.

Designed so that salesmen can see themselves at their best and at their worst—as others see them. It trains them to sell more merchandise—tangibles, intangibles and services in a competitive market. Features James Dunn, Academy Award winner in "A Tree Grows in Brooklyn."

Purchase price: \$122.50. Rental cost: \$25 first day, \$15 second day, \$10 each day thereafter. Rental cost may be applied on outright purchase if ordered within 30 days of rental date.

Write to: The Jam Handy Organization, Inc., 2821 E. Grand Blvd., Detroit 11, Mich.

Disposing of Objections

16mm, 30-minute, black-and-white sound motion picture. Second in a series featuring the famed sales training team of Borden and Busse, about to be produced by The Dartnell Corp. and made available in November.

Follows the quality standards set in "Closing the Sale," the Borden and Busse motion picture of last year. A high level of interest and reality are maintained as Borden and Busse depict the techniques with which selling champions overcome sales objections.

Purchase price: \$250 on a subscription basis prior to a set release date and available for rental only thereafter.

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

The Things People Want

16mm, 20-minute, black-and-white sound motion picture, produced by The Jam Handy Organization, Inc., in 1948.

Demonstrates the importance of knowing the product, creating the desire, getting the decision to buy, making delivery, as applied to any business that has a selling problem in a competitive market—and it shows how to do it.

Purchase price: \$125. Rental cost: \$21 first day, \$16 second day, \$9 each day thereafter. Rental cost may be applied on outright purchase if ordered within 30 days of rental date.

Write to: The Jam Handy Organization, Inc., 2821 Grand Blvd., Detroit 11, Mich.

The Aggressive Selling Series

A series of eight 35mm, 15-minute, black-and-white sound slidefilms, produced by Frederick K. Rocket Co. in 1949: Are Prospects Different?; Attitude That Gets Business; By-passing Sales Resistance; Close Isn't Closed; Human Relations in Selling; Pride in Price; Sleeping Giant—American Salesmanship; What Do You Sell?

Designed to help the salesman do a more effective job and arouse his interest in learning the basic principles of salesmanship.

Rental only: the complete series, \$20; \$2.50 for each individual film except Human Relations in Selling, which rents for \$2.75.

Write to: Audio-Visual Extension Service, The City College of Business, 17 Lexington Ave., New York 10, N. Y.

Borden and Busse Sales Training

Borden and Busse Sales Training Series, featuring Richard C. Borden and Alvin C. Busse, nationally known sales consultants, lecturers and authors: Five 16mm, black and white sound motion pictures, produced by Borden and Busse in 1938.

Making a Sales Presentation Stay Presented

A practical formula that can be integrated into a selling pattern that squeezes out the "excess and unnecessary" that too often weakens the selling effort. 32 minutes.

How to Remember Names and Facts

Robert H. Nutt, memory expert, collaborates with Borden and Busse in showing the five principles that make up the formula for remembering names and facts. 33 minutes.

How to Win a Sales Argument

Shows how objections can be overcome. Offers genuine help to all who are engaged in general selling and fits into the retail selling program. 32 minutes.

How to Make Your Sales Story Sell

Shows how to dramatize the sales story. Specific cases are shown: the sale of an endowment policy; the sale of a toy to a department store buyer; a heavy motor to a purchasing agent; crackers and candy to a grocer; a refrigerator to home owners, etc. 30 minutes.

The Autopsy of a Lost Sale

Shows why most sales are lost and how these selling weaknesses can be eliminated. Based on case histories presenting 12 reasons why sales are lost. 32 minutes. Rental only: Depending on size of audience rentals range from \$15 to \$200.

Write to: Modern Talking Pictures Service, Inc., 45 Rockefeller Plaza, New York 20, N. Y.

Films You Can Rent or Buy for

American Portrait

16mm, 25-minute, black-and-white sound motion picture, produced for Institute of Life Insurance by Wilding Picture Productions in 1940.

A tribute to the salesman, it dramatizes how salesmen have overcome the prejudice against change as they introduce new products. Alan Ladd portrays the salesman.

Available free except for postage both ways.

Write to: Modern Talking Pictures Service, Inc.,
45 Rockefeller Plaza, New York 20, N. Y.

Word Magic

16mm, 25-minute, black-and-white sound motion picture, produced by Industrafilm, Inc., in 1939.

As a followup on his successful book, "Tested Sentences That Sell," Elmer Wheeler centers his discussion on the way a salesman should handle a product in demonstration, the value of voice inflections and change of pace in conversations: five proved points for getting results.

Rental only. Depending on size of audience, rentals range from \$15 to \$200.

Write to: Modern Talking Pictures Service, Inc.,
45 Rockefeller Plaza, New York 20, N. Y.

Winning Friends and Influencing People

Six Dale Carnegie talks, 35mm., black-and-white sound slidefilms, from 12 to 15 minutes each, produced by AudiVision, Inc., in 1940:

- How to Gather Honey Instead of Stings
- How to Get People to Like You
- How to Make People Appreciate You
- How to Make People Want to Cooperate
- How to Win All Your Arguments
- How to Correct People's Mistakes without Making them Scold

Purchase price: \$148.50 (f.o.b. New York City).

Write to: Service Division, AudiVision, Inc., 285 Madison Ave., New York 17, N. Y.

Telephone Courtesy

16mm, 25-minute, black-and-white sound motion picture, produced by Wilding Picture Productions in 1946 for American Telephone and Telegraph Co.

Proves the sales value of developing good telephone habits, and demonstrates how one company lost orders because of careless use of the telephone, and how sales improved when proper telephone procedures were followed.

Free loan only.

Write to nearest Bell System Telephone Company.

Sales Catchers

35mm, 15-minute color sound slidefilm, produced by Point of Purchase Institute in 1950.

Emphasizes the dynamic effectiveness of point-of-purchase advertising. Particularly adaptable to sales meetings.

Purchase price: \$12. Rental: free.

Write to: N. B. Jackson, Executive Director, Point of Purchase Advertising Institute, 16 E. 43rd St., New York 17, N. Y.

Two Salesmen in Search of an Order

16mm, 30-minute, black-and-white sound motion picture, produced by Carvel Films in 1943 for Dictaphone Corp.

Compares the work of an unsuccessful salesman with the methods used by a top producer. Also shows how to put more economy and speed into executive correspondence.

Purchase price: \$55. May be borrowed without charge.

Write to: Joseph F. Anderson, Assistant Advertising Manager, Dictaphone Corp., 420 Lexington Ave., New York 17, N. Y.

Selling Against Resistance

A kit of six 35-mm, black-and-white sound slidefilms, 15 minutes each, prepared for The Dartnell Corp. by Dick Borden in 1949; three 16-inch double-sided recordings playing 33 1/3 r.p.m. Included is a set of six training manuals: based on the film and designed to fit into a three-ring notebook:

- How to Close without Tricks and Traps
- How to Make Selling Points Penetrate
- How to Overcome Objections—Unobjectionally

Purchase price: \$225. Rental cost: \$75 for 10 days.

- How to Outsell Competition
- How to Be a Good Public Speaker Sitting Down
- How to Make Your Customer Like, Trust, and Stick to You

Write to: Visual Training Division, The Dartnell Corp.,
4660 Ravenswood Ave., Chicago 40, Ill.

Meetings or Training Sessions—cont.

A Career of a Salesman

16mm, 11-minute, black-and-white sound motion picture, produced by Columbia Pictures in 1952 and sponsored by National Sales Executives, Inc.

A rebuttal on the play, "The Death of a Salesman." Shows how companies train their salesmen and points out why Willy Loman's theory is wrong.

Purchase only: \$15.

Write to: National Sales Executives, Inc., 136 E. 57th St., New York 22, N. Y.

This Way Please

16mm, 23-minute, black-and-white sound motion picture, produced by Remington Arms Co. in 1937.

Correct presentation of a sales talk. Demonstrates advantages of proper preparation on the part of the salesman, and shows the value of getting the dealer to determine the merits of the product by himself.

Rental only: \$1.50.

Write to: Audio-Visual Extension Service, The City College School of Business, 17 Lexington Ave., New York 10, N. Y.

It's Good Business

16mm, 35-minute, black-and-white sound motion picture, produced by Bates Manufacturing Co. in 1948.

Shows why purchasing agents prefer to deal with salesmen who put themselves in the buyer's place, who have product knowledge and can offer them valuable new ideas.

Rental only: \$2.75.

Write to: Audio-Visual Extension Service, The City College School of Business, 17 Lexington Ave., New York 10, N. Y.

Double Horseshoes

35mm, black-and-white sound slidefilm, produced by The Dartnell Corp. in 1945.

Shows how to develop the fundamentals of good customer service and presents a simple formula based on two words: "Consideration" and "Cooperation."

Purchase price: \$25.50. Rental cost: \$7.50 for 10 days

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

Modern Life Insurance Selling

A series of seven 35mm, black-and-white slidefilms, 10 minutes each, produced by The Dartnell Corp. in 1942:

Getting Better Interviews; Establishing a Need; Presenting Life Insurance to Fill Need; Motivating the Prospect; Handling Objections; The Closing Process; The Way to Leadership.

Dramatization of the life insurance sales process, starting with the selection and qualifying of prospects and carrying on to the point where the application is signed. Based on experiences of the country's topflight underwriters.

Purchase price: \$100 complete.

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

Strategy in Selling

A series of seven 35mm, black-and-white sound slidefilms, 8 minutes each, produced by The Dartnell Corp., in 1940:

Planning the Sale; Getting Better Interviews; Making the Presentation; Disposing of Objections; Closing the Sale; Managing Your Time; The Way to Leadership.

Action revolves around a very human, likable character, Ed Thomas, who makes all the mistakes typical salesmen make, but he learns how mistakes can be corrected.

Purchase price: \$70. Rental cost: \$25 for 10 days.

Write to: Visual Training Division, The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

Selling America

16mm, 21-minute, black-and-white sound motion picture, produced by The Jam Handy Organization, Inc., in 1940.

Shows how Benjamin Franklin's principles of human association influence selling contacts: getting the other person to talk; keeping out of arguments; putting your opinions across; gearing into their sentiments; saving your time in selling. Designed to be used with five Selling America sound slidefilms (produced in 1941) in a series of meetings: getting them talking—discussing prospective buyers' needs; being agreeable; getting together; keeping your neck in—showing them what they ask for; telling the story.

Write to: The Jam Handy Organization, Inc., 2821 E. Grand Blvd., Detroit 11, Mich.

Purchase price of the motion picture: \$85. Rental cost: \$18 first day; \$14 second day, \$7 each day thereafter. Rental cost may be applied on outright purchase price if ordered within 30 days of rental date.

Purchase price of the five slidefilms: \$137.50. Rental cost: \$25 first week, \$15 second week, \$10 third week, \$7.50 each week thereafter. Rental cost may be applied on purchase price if ordered within 30 days of rental date.



**As told to Alice B. Ecke
BY KENNETH E. JOY**
**Vice-President and
General Sales Manager
Bostitch, Inc.***

ON-THE-JOB TRAINING is an important phase of sales education at Bostitch. A typical sales trainee, Seymour Bendremer (right), who has been working in the field with his supervisor, is now going out on his own. The supervisor, Paul R. Lightfoot (left) is giving the new man a last minute run-down on sales techniques.

More Men, Better Men: They Cut Costs 10% for Bostitch

These are the three main reasons why twice as many salesmen now do four and one-half times the volume the company enjoyed prewar:

1. Improved salesman-selection methods.
2. Preliminary training followed by continuous re-training.
3. An incentive compensation plan.

Back in 1944, when Bostitch was swamped with war work and orders for its regular line of staples and stapling equipment far in excess of permitted production, J. D. A. Whalen, then president, now chairman, laid down a farsighted objective for his sales management team: to double the size of the field selling organization as fast as possible to

prepare for tripling dollar sales and production, for increasing salesmen's earnings and, at the same time, for reducing the high prewar selling cost.

Some measure of what has been since achieved toward those objectives may be judged by the following:

1. Number of Bostitch salesmen more than double in 1953 over 1941.
2. Dollar sales volume and production increased approximately 450%.
3. Average earnings of Bostitch salesmen approximately double in 1952 over the prewar boom year of 1941.

4. Direct cost of sales salaries and commissions reduced approximately 10% in ratio to gross sales.

5. Number of sales supervisors increased from 9 to 31.

6. Bostitch-owned sales distributorships increased from 9 to 11.

7. Factory field supervisory staff increased in size from zero to 4.

8. Bostitch national advertising budget increased to approximately eight times that of 1941.

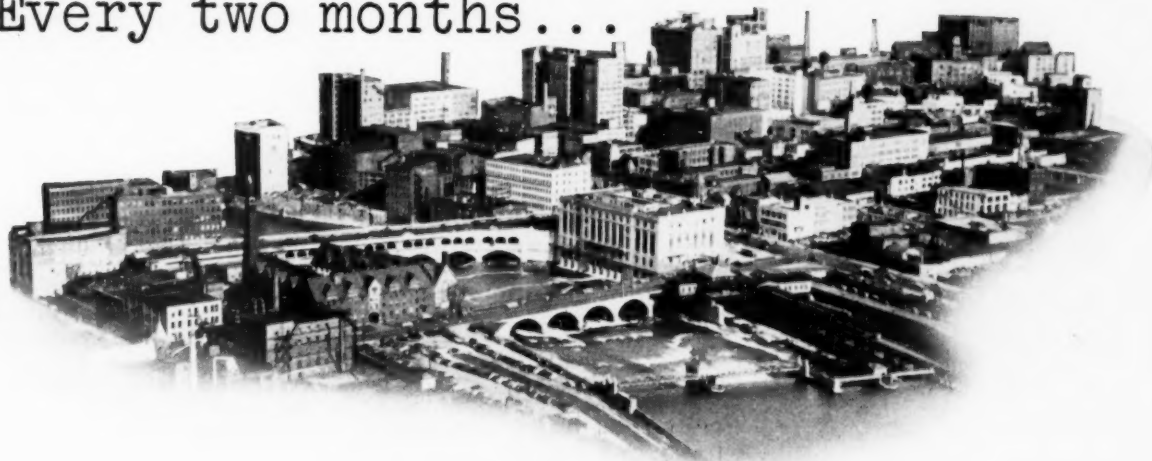
Bostitch President E. G. Gardner hopes to double the business again in the next five years.

Building a complete selecting, hiring and training program for the national field organization was the first assignment for me when I joined Bostitch in 1945 as field manager. This is the highlight story of how past plans and methods were integrated with new plans and programs to achieve the results outlined above:

Selecting sales applicants: It was obvious that in order to avoid the high cost of unnecessary turnover of new salesmen, it was vitally important to select each new salesman with

*Westerly, R.I. See "800 Models and Many Markets: What Kind of a Sales Setup?" *SALES MANAGEMENT*, April 15, 1953, page 30.

Every two months...



a city the size of Rochester, N.Y.
is being added to the market

There are 333,000 more people in America right now than there were two months ago.

In a year, there will be 2,000,000 more.

In the next fifteen years, we will *add* as many people to our nation as the entire United States contained at the outbreak of the Civil War!

This population boom has been going on since 1940. Manufacturers of products used by children felt it some time ago. Schools which were already overcrowded are now bulging with students. The teen-age market is due for a surge far beyond normal growth expectations.

We're watching the expanded markets of the 1960's growing up. And industrial markets, too, must grow in the same proportion. These added millions will generate a tremendous demand for

the products of American industry. New plants will be built and old plants expanded. Thousands of pieces of new equipment and mountains of materials and supplies will be consumed to meet the ever increasing demand for goods.

The huge industrial markets of the 1960's offer an opportunity and a challenge. While we are looking forward to greatly expanded business, there is a big job which must be done. New men will head industry ten years from now—men who are working their way forward in lesser positions today. Their knowledge of your company can never be taken for granted.

Why not have a frank discussion of this problem with your advertising agency? They know how to use advertising effectively to gain a firm position for a company in its markets—both present and future.

THE **PENTON** PUBLISHING
COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO





We believe this is the finest collection of Corporate Christmas Gift ideas ever made available.

When ordering, we would sincerely appreciate your mentioning SALES MANAGEMENT. Thank you.

For further information on Gifts featured in these pages, please write direct to the manufacturer or address:

Business Gifts Editor
Sales Management, Inc.
386 Fourth Avenue
New York 16, New York

NEON PRODUCTS, INC.
America's largest and most experienced
manufacturers of illuminated signs

700 Neon Avenue, Lima, Ohio

all possible care. Records of new salesmen hired and terminated from 1945 through 1952 show that nearly three out of four salesmen hired during this expansion are still with Bostitch today — successful, happy and prosperous.

Many new Bostitch salesmen come to the company because their friends are successful in selling Bostitch stapling equipment and recommend them. Other sources of applicants are business schools that teach salesmanship, occasionally good employment agencies and frequently newspaper advertisements in localities where salesmen are needed.

Regardless of the source of sales applicants, each is given a thorough screening in at least two interviews, preferably by two different Bostitch men, usually the branch manager and his assistant, so that they can compare notes and select the best.

As a guide to careful interviewing, both a preliminary and a summary interview form is used. Actual ratings on these forms serve only as a guide for the interviewers to help them choose the applicant on a sound basis.

Bostitch branch managers, assistants and sales supervisors have gradually been taught improved methods of depth interviewing during which simple questions that could be answered either "yes" or "no" are avoided in favor of penetrating questions that get answers which reveal a man's attitude and thinking.

What They're Asked

For example, one question might be to ask an applicant how he got along with his former employer. The answer generally shows whether the applicant expects too much, has a negative attitude toward his former job, or will otherwise show an undesirable trait.

One of the most important steps in initial screening is the use of a Bostitch Salesman's Application Form, prepared with the cooperation of SALES MANAGEMENT. In addition to the usual personal data, continuity of previous employment, references and similar information, this application form provides ample space for the applicant to record his special activities and contacts, detail his experience in sales work of different types and express his long-range ambitions.

All information on this application form is carefully studied to screen out men whose experience, background or financial status might for any reason appear undesirable, or at

least to signal such situations to the interviewers for thorough investigation.

Hiring new salesmen: For many years Bostitch has sponsored an aptitude testing program with splendid results. Our consultant is The Klein Institute. Bostitch managers and distributors are counseled by headquarters to be closely guided by our consultant's recommendations and, except for occasional test cases, an applicant not recommended is rarely hired. The Institute has developed a pattern for Bostitch sales supervisors and all men considered for upgrading in sales supervision take that battery of tests before promotion is made.

In addition to careful checking of references by telephone or personal contact wherever possible, a Retail Credit check is made on each sales applicant. So also is a physical examination in which the examining doctor answers numerous questions pertaining specifically to a man's physical ability for every-day selling.

Off on the Right Foot

Indoctrination and training of new salesmen: One of the first steps in getting a new salesman off on the right foot is to have him read a short history of Bostitch and talk with him about his new company, its success in the past and especially the part he can play in the future. He is also given a booklet on the Bostitch Employees' Benefit Plan, which may be somewhat unusual in the sales field. We shall come back to it later in this discussion.

The next step is to get the new salesman *selling* as fast as possible. He is given the basic Bostitch sales training manual, "How to Sell More B8's" which I wrote in 1945 and which has since been revised to bring it up to date.

The new salesman first reads *how* to sell in this manual. To get him used to the sound of his own voice and, in some cases, used to talking aloud in sales terminology, he is asked to read the demonstration of the stapling machine into a SoundScriber disc record. This is done in private and the salesman listens to his own voice. We have found this simple idea to be one of the best ways to help a man improve his speech and sales presentation. The "record and listen" plan is frequently repeated at various intervals during his training so that he can actually measure his own progress.

The new salesman then works for a few hours in the office training room with a supervisor who makes a

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Look before you leap into the California market. Make sure your newspaper schedule gives you coverage of the Billion Dollar Valley of the Bees.

This important inland area has more buying power than San Francisco and Oakland combined. And its favorite newspapers are the . . .

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THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

it costs
38% less
 to advertise
 and sell **SOAPS**
 and **CLEANSERS**



in the Canton, Ohio REPOSITORY

In Canton, Ohio, where water hardness measures 29 grains, families spend 38% more than the national average per year on soaps and cleansers.

Consequently, the soap or detergent advertising dollar invested in The Canton Repository reaches a market 38% richer than the average. On a cost-per-sale basis, then, it costs 38% less to secure soap and cleanser sales through Canton's only daily newspaper — The Canton Repository. Get 38% more for your advertising dollar — be sure your schedule for soaps and cleansers includes The Canton Repository: 100% city zone coverage; 98.8% home delivered.



A Brush-Moore newspaper represented nationally by Story, Brooks & Finley

step-by-step demonstration of the basic B8 stapling machine to the salesman to *tell him how*. The salesman then makes his own demonstration of the same machine back to the supervisor to *tell the supervisor how*.

While this might be considered canned selling, every effort is made to get the new salesman to make his presentation in his own words and in his own manner, and at the same time insist that he cover the demonstration clearly, completely and convincingly. This develops *planned salesmanship* which the salesman later applies in selling the entire line.

After a few hours of this instruction he is taken into the field by the sales supervisor and they work together as a two-man team, making cold canvass sales calls.

Then the salesman makes the presentation while the supervisor watches him. The two men talk over each individual presentation to check the reason the sale was made or was not made. This cold canvass sales training on the job continues for several days, depending on the new man's aptitude in picking up an effective presentation and in closing sales.

New salesmen are limited to Bostitch B8 stapling machines, the smallest in the line, for the first several weeks of their field selling work and are generally shown and taught how to sell other models, one or two at a time. This instruction is accompanied by some mechanical instruction. It includes, too, discussion of competitive equipment.

A Home-Study Project

When the new man shows progress in selling the most common models of Bostitch office stapling machines, stapling hammers and stapling tackers, he is given a Bostitch Application Book which classifies all of the major industries in the U.S. and lists the scores of uses which each one has for Bostitch products. Since the manual covers more than 8,000 applications of the 800-odd models, it is a home-study project for the new salesman. He is questioned from time to time by his supervisor as to his understanding of applications, and together they frequently review sections of the Application Manual. This carefully controlled program in conjunction with frequent help in the field by sales supervisors, brings new salesmen into general line production in an amazingly short time. It is not unusual for a new man to equal the sales of 10-year veterans within six to eight months.

Bostitch long ago discovered that

sales training is a never-ending process. The best producing salesmen become better with good supervision or develop into sales supervisors themselves. New salesmen and older men whose abilities have never been fully developed will achieve sales results that even they find hard to believe when they have adequate supervision of bread-and-butter selling problems.

Supervision Is Key to Growth

Bostitch management feels strongly that adequate supervision in the field is one of the most important keys to future sales growth. Back in 1941 there were scarcely half a dozen Bostitch men in the U.S. who could be called sales supervisors and none officially in that capacity. In 1953 there are over 30 sales supervisors ranging from part-time district supervisors who do personal selling and have charge of two or three salesmen, to assistant managers who oversee the efforts of three or four sales supervisors working under them, each on a full-time supervision basis with 10 to 12 salesmen in their groups.

The entire Bostitch sales force is regularly screened to spot promising salesmen who are ready for and have the ability to take on sales supervision work. There always seem to be more such opportunities than there are men to fill them at any given moment. The national sales supervision group is closely watched to spot men who are ready for promotion to positions in sales supervision, assistant branch management or branch management. Bostitch makes all promotions from the ranks.

Compensating the sales organization: In 1940, we installed a profit-sharing compensation plan which has been gradually revised to make it challenging for each individual salesman. It is flexible to meet different territory and market conditions, sound from the sales branch and parent company standpoint, and simple, to avoid complicated bookkeeping. Compensation for salesmen divides into two distinct types:

1. *Salary and bonus for new salesmen:* Since new salesmen have a lot to learn and desirable men need assured income from the start, Bostitch pays them a modest salary plus a bonus on their weekly sales. The starting salary is often called "rent and grocery money," because it ranges from \$50 to \$60 a week. It is intended only as "rent and grocery money" because even the new salesman has an opportunity to earn bonuses based on performance. A

home office file on new salesmen is reviewed frequently.

Keeping the training salary low sometimes eliminates sales applicants who have established excessively high costs of living, but in general it works to the advantage of both the company and the new salesman. It encourages a serious approach to learning. It discourages floaters who want a lot of money for little effort.

2. Profit-sharing for territory salesmen: When a man graduates from his initial sales training, he is assigned a specific sales territory in which there is generally a substantial amount of established repeat business. He receives a small drawing account, usually about the same as his training "rent and grocery money," toward a percentage of the profit on his business. Settlement is made at the end of each accounting month.

Pays His Own Expenses

Each salesman pays all of his own expenses. This includes not only the operation of his own car when used, but in areas where local telephone service is required, the cost of local office rent, telephone service and all other territory operating expenses. It makes each salesman a businessman, conscious of his costs and his profits as well as his sales and earnings.

The Bostitch branch manager is responsible for analyzing each sales territory and assigning a percentage of profit to be paid to each salesman. That percentage is governed by:

(a) Travel necessary to cover the territory.

(b) Type of business sold, whether high discount volume to large users or dealers, or low discount to small, direct purchasers.

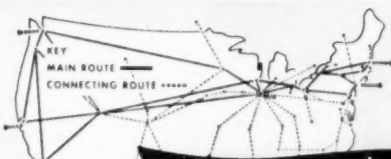
(c) Length of service. This considers older Bostitch salesmen who helped the branch develop the business originally and generally gives them a little higher percentage. New men start at a lower percentage, since they enjoy established business from the older salesmen's efforts.

(d) Amount of territory expense necessary, such as telephone service, local office rental, transportation of stock from the headquarters office and other territory expenses involved under varying conditions.

The manager weighs each of these factors carefully when establishing or changing percentages. Ratios of profit percentages paid to gross sales are also followed closely on a national basis. The home office approves or rejects percentages recommended by branch managers and guides each manager toward a more efficient set-

We made the day 48 hours long... thanks to the Flying Tigers

A true story as told by Lloyd A. Johnson, Pres., National Motor Bearing Company



Write for free illustrated folder describing Flying Tigers' unique Advance Manifest System.

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OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA • CABLE: FLYTIGER



EACH
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"U. S. NEWS & WORLD REPORT"

...BUYS MORE \$5,000-
THAN IN ANY OTH

+ more \$10,000-and-over families than in any other news magazine*

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*—Based on latest publishers' announcements
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For more information
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call or write our advertising
office at 30 Rockefeller
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BY ANY

"U. S. News & World Report" family income
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\$5,000 and over ██████████ 84.5%

\$7,500 and over ██████████ 62.3%

\$10,000 and over ██████████ 45.6%

FAMILY INCOME AVERAGE — \$14,503

MEDIAN FAMILY INCOME — \$9,330

High incomes reflect high buying power,
for both business and consumer products.

People with important incomes hold the important
jobs. Four out of five "U. S. News & World Report"

subscribers are in business and industry, doing most of the managing
and most of the deciding on business plans and purchases.

High-income families account for most of the volume of major
family purchases. For instance, more than two-thirds of all
new car purchases are made by the one fifth of the nation's families
earning \$5,000 or more. "U. S. News & World Report's" car-owning
subscribers average 1.4 cars per family!

AND-OVER FAMILIES ER NEWS MAGAZINE*

If you have anything to say or sell to the important
high-income people of the country—for business, personal, or family use—
your advertising dollar buys more coverage in "U. S. News & World Report"
than in any other news magazine. That's because "U. S. News & World Report"
is the one magazine devoted exclusively to the *useful* news, the
"pocketbook" news for important people.

Class News Magazine

THAN **625,000** NET PAID CIRCULATION—A MARKET NOT DUPLICATED
OTHER NEWS OR MANAGEMENT MAGAZINE

up in line with the long-term interest of the company, the branch and individual salesman as a whole.

The general territory salesman works under a Bostitch Salesman's Agreement which is set up in contract form. Compensation is reviewed often to meet conditions of the market, price increases, new products added, territory changes, etc.

The Employees' Benefit Plan is, of course, an important factor in the compensation setup. It includes the Bostitch Pension Plan for salesmen, which is aimed at providing an average salesman with a minimum of \$200 a month retirement income funded with Metropolitan Life Insurance Co. based on 20 years of employment as a Bostitch salesman and in addition to whatever Social Security the man accrues. Younger salesmen today may look forward to

retirement at 65 with pensions of \$300 a month or more.

We have a great deal of evidence that the Benefit Plan is a big factor contributing to our low turnover.

In addition to regular compensation, Bostitch uses many sales contests which offer opportunities for additional earnings. Most of them are local contests planned by branch managers to meet local objectives.

Contests are carefully programmed to prevent their becoming commonplace or "taken for granted," yet are made effective for certain products and certain seasons when extra effort induced by contests pays rich rewards.

Communication with the field sales organization: With more than 300 salesmen in the U.S., about 20 in Canada and scores working for foreign distributors throughout the

world communication between the factory and the field is highly important.

A company newspaper, "Bostitch News," published about once a month, is sent to all employees of Bostitch at the factory, in the field, and throughout the world. It is also sent to Bostitch stockholders and leading people in and around Westerly.

For salesmen, there is the "Bostitch Sales Clincher," published whenever a need arises.

A special type of "Application Clincher" is issued from time to time on new uses of Bostitch products reported to have wide markets.

Problems of management are covered by Sales Managers' Bulletins.

Free exchange of constructive information from the field to the home office and among branches and distributors in the field is encouraged. Branches, distributors and executives at Westerly are equipped with SoundScriber plastic disc dictation equipment which they use to exchange direct messages, without the expense and time consumed in transcribing dictated letters. Use of this equipment avoids needless expense on matters of temporary interest when records are not required and helps greatly to keep not only the home office in touch with the field, but branches in touch with each other.

Checking the results: No program of such breadth could continue to operate smoothly without frequent and careful checking of results.

This checkup goes right back to the supervisor working with the individual salesman as he reports to his manager and to the factory staff supervisor.

Factory staff supervisors report to the home office.

Since the home office sets annual sales quotas for each branch and distributor, they are followed closely each month by analyzing the comparisons to the same months a year ago and to the year-to-date a year ago, month by month.

Performances against factory assigned sales quotas, against comparative sales a year ago and against comparisons of total U. S. sales in relation to SALES MANAGEMENT Survey of Buying Power potentials are followed with individual branches and distributors by me in checkups of branch and distributor progress.

Frequently President Gardner questions me as to the performance of specific Bostitch salesmen whose reports, which are laid on his desk each month, do not seem to be satisfactory. That puts it up to me to find out what can be done to help these men and push the manager and his supervisors to get the results expected.

MERCHANDISING WITH MOTION

(Battery Oscillator Division)

By Gale Dorothea



Current excitement in the shop centers around the new cardboard oscillator that brings eye-catching animation to your displays for as low as \$1.00 a unit!

This baby has everything... small as your hand, housed in its own distinctive dust-proof cardboard case, only a few ounces in weight, precision manufactured, capable of moving a full length

cardboard arm, or swinging bells (see cut of Liberty Watch Co. display), or demonstrating products, or nodding a head.

But the biggest advantage of this new oscillator is its freedom from wires! Since it runs by ordinary flashlight battery, you can set up your displays anywhere, far from electrical outlets. No mounting problems either; simply attach with staples or tape, or drop into a cardboard pocket supplied with oscillator. Will run 4 weeks night and day before it needs a new battery. Just install it and forget it!

This new cardboard oscillator is made expressly for GDM by J. W. Glaser Corp., Yonkers, N. Y.

Try working out your



ideas with the help of our sample kit. Consists of 3 oscillators, counterweights, batteries, cardboard mounts, and a "How to Oscillate" idea bulletin. Send \$5.00 check or M.O. for kit to: GALE DOROTHEA MECHANISMS, 81-01 Broadway, Elmhurst, L. I., N. Y.



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JANN & KELLEY, INC.

Selling Power SECOND to NONE!

Morning, evening and Sunday the Sioux City Newspapers blanket the 4-state Siouxland * market area with selling power SECOND TO NONE!

* POPULATION 814,600
(81,370 Farm Fam.)

GROSS FARM INCOME \$1,025,239,000
(Exceeds 27 States)

RETAIL SALES \$938,214,000

(SALES MANAGEMENT)

The Sioux City Journal.
JOURNAL-TRIBUNE
NATIONAL REP. JANN & KELLEY, INC.



The SALES Formula Comes Later

In the chemicals industry, specific formulas are required in the development of new compounds and materials. And, of equal importance to leading chemical producers is the development of successful sales formulas for marketing their products to business and industry. That is why many of these companies advertise regularly in Business Week.

REASON: Business Week is read by a highly concentrated audience of Management Men. These are the executives who initiate, specify and approve buying action. They comprise an important market for chemicals and chemical products.

RESULT: From January, 1952 through March, 1953, chemical advertisers placed 558 pages in Business Week—more than three times as many as they placed in any other general-business or news magazine. These advertisers know that they regularly reach more management prospects per advertising dollar in Business Week than in any other general-business or news magazine.

YOU ADVERTISE IN BUSINESS WEEK WHEN
YOU WANT TO INFLUENCE MANAGEMENT MEN

BUSINESS WEEK

330 WEST 42ND STREET, NEW YORK 36, N. Y.



These Chemical Companies Advertise in Business Week to Reach Management Men

Air Reduction Co., Inc.	Hercules Powder Co.
Aluminum Co. of America (Chemical Div.)	Hooker Electrochemical Co.
American Cyanamid Co.	International Minerals & Chemical Corp.
Atlas Powder Co.	Koppers Co., Inc. (Chemical Div.)
The Borden Co. (Chemical Div.)	Matheson Chemical Corp.
Celanese Corp. of America	Minnesota Mining & Manufacturing Co. (3 M Chemicals)
Columbia-Southern Chemical Corp. (Pittsburgh Plate Glass Co.)	Monsanto Chemical Co.
Davison Chemical Corp.	National Distillers Products Corp.
Dearborn Chemical Co.	National Starch Products, Inc.
Dewey & Almy Chemical Co.	Nax-Rust Chemical Corp.
Dow Chemical Co.	Phillips Chemical Co. (Phillips Petroleum Co.)
Dow Corning Corp.	Pittsburgh Coke & Chemical Co.
Dowell, Inc.	Rayonier, Inc.
E. I. du Pont de Nemours & Co., Inc.	Reichhold Chemicals, Inc.
Durez Plastics & Chemicals, Inc.	Rust-Oleum Corp.
Eastman Chemical Products, Inc. (Eastman Kodak Co.)	Shell Chemical Corp. (Shell Oil Co.)
Firestone Plastics Co. (Firestone Tire & Rubber Co.)	Sun Oil Co. (Petrochemicals)
Food Machinery & Chemical Corp.	Tennessee Products & Chemical Corp.
General Electric Co. (Chemical Div.)	Transparent Package Co.
The B. F. Goodrich Chemical Co. (The B. F. Goodrich Co.)	Union Carbide & Carbon Co.
Goodyear Tire & Rubber Co. (Chemical Div.)	U. S. Rubber Co.
	(Naugatuck Chemical Div.)
	Visking Corp.
	Wyandotte Chemicals Corp.

Source: Publishers Information Bureau Analysis

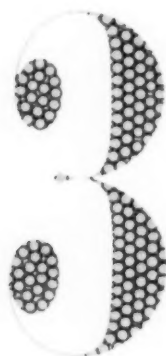
A MCGRAW-HILL PUBLICATION



You can reach nearly



out of every



families



in the top three markets with this

great buy!

FIRST 3 Markets Group gives you the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States. And, in these sections, the finest Rotogravure and Colorgravure reproduction assures you maximum package and product EYEidentification. FIRST 3 Markets Group gives your advertising an efficient, low-cost yet vital "Sunday Punch."

Increase your sales with this 1 great buy:



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Colorado Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Drug and Health Products in Grocery Stores:

Survey conducted by *Winston-Salem Journal* and *Twin City Sentinel*, which covers the entire county of Forsyth, N. C., and includes among the panel stores: chain-independents, chain-super markets (national, regional and local) and independents. The trend? The grocer is losing his casual attitude toward profits from drug and health products and is devoting more attention and shelf space to them: 80% of the chain-super markets stock drug and health products; 100% of the independent-chains stock them; 100% of the independents stock them. There seems to be no centralization of product-items. In the stores surveyed all type classifications of drugs are found and the total number of different brand names is 257—from Bayer aspirin to Chigga Digga. The average chain-super market devotes 12 sq. ft. to the items; the average independent-chain, 13 sq. ft.; the average independent, 10 sq. ft. Average number of brands stocked by chain-super markets is 28; by independent-chains, 43; by independents, 40. In chain-super markets volume of health and drug items is estimated at 0.9% of total volume; in independent-chains, at 1.5%; in independents, at 1.2%. Write to Charles A. Noell, Advertising Promotion Manager, *Winston-Salem Journal* and *Twin City Sentinel*, Winston-Salem 1, N. C.

Air Freight Memorandum Tariff for the New York-Newark Area:

Prepared by United Air Lines for quick reference and information on air freight rates effective to and from this area to 77 other cities served by United's Mainline Airway. Included are tips on how to reduce inventory overhead; improve service to regular markets; eliminate excessive warehousing costs; keep production schedules moving; create new markets through wider distribution; increase product sales appeal; save interest on checks and negotiable securities. Write to R. L. Mangold, Manager of Air Freight Sales, United Air

Lines, United Air Lines Building, Chicago 38, Ill.

Illinois Consumer Analysis:

Eighth annual report released by Illinois Daily Newspaper Markets, Inc. The areas covered are the city zones of 29 participating markets, ranging in population from around 8,000 to over 127,000. The number of families covered is over 318,000 according to the 1950 Census figures. Of these families, the average sample was 2.82% for the markets, with the size of the sample actually varying from 2.25% to 5.00% to get sufficient sampling. Data were obtained for the daily newspapers in the 29 markets through home interviews with the housewives. Forty-one product classifications are covered, giving detailed information for each of the markets as well as an over-all summary: appliances, baking products, beverages, soaps and cleansers, meat products, miscellaneous grocery products, toiletries and some unrelated items such as foil wrap, gasoline and wrist watches. Some of the highlights: Percent of families owning automatic type washing machines has increased to 20.4% from 16.1% in 1952. General Electric, with 17.0% ownership among families having mechanical refrigeration is the most popular; Frigidaire second with 16.8% ownership and Sears' Coldspot third with 9.6% ownership. The leading gasoline in Illinois is Standard Oil with a state average of 20.7%. Shell with 11.7% and Texaco with 11.3% are close for second place. Maxwell House instant coffee, sixth place in 1952, with 4.4% of the families purchasing instant coffee, is first place in 1953 with 31.0% consumer preference. Nescafe is second with 19.5%; Borden's third, with 15.6% and Chase and Sanborn fourth, with 12.4%. In the regular coffee classification Hills Bros. is again first with 26.2% of the Illinois market outside Chicago and Cook County. The survey includes the most popular shopping days for groceries and places of purchase. Chain stores do 53.5% of

the business; independents do 41.5%. Write to Mary A. Wall, Research Supervisor, Illinois Daily Newspaper Markets, Inc., 650 E. Capital Ave., Springfield, Ill.

Readership Study:

Statistical picture of the audience of *Mecanica Popular* in geographic proportion to circulation in all 20 Latin American republics. Data include: occupations, income, education, marital status, ownership, brand preferences, investments, farm ownership, business purchasing authority, organization membership, travel expenditures, readership of magazines other than *Mecanica Popular*, advertising readership, export areas for business. Data on brand preferences include: hand tools, apparel, electric appliances, household utilities, home freezers, automobiles, parts and accessories, motor oils, tires, beverages, razor blades and shaving cream, cameras, electric clocks, drugs, fountain pens, fuel pumps, TV and radio sets—to name a few. Write to George Ives, *Mecanica Popular*, 200 East Ontario, St., Chicago 11, Ill.

The Retail Shoe Market:

The first release of a continuing research program conducted by *Boot and Shoe Recorder*. It contains retail sales information about chain and independent shoe stores and shoe sales of department stores broken down by nine geographic divisions. It analyzes the sales of retailers by type of store operated (family, men's women's and children's) and the average income in each type. Total retail shoe sales for 1948 are analyzed to determine the major retail outlets in the U. S. Much of the information has never been revealed before, such as the heavy concentration of chain stores among 77 firms and the disposition of leased shoe departments. Data in one section are based on results of personal interviews with shoe retailers conducted by National Analysts, Inc. Reports are based on three major breakdowns: (1) stores selling men's shoes; (2) stores selling women's shoes; (3) stores selling children's shoes. In addition, there is information for shoe manufacturers about: percentage of stores carrying each line of men's, women's and children's shoes; stores carrying nationally advertised and private brands; stores carrying lines ranging from under \$6 to above \$25 a pair. Write to John W. Wyatt, Research Editor, *Boot and Shoe Recorder*, 100 E. 42nd St., New York 17, N. Y.

TOOLS FOR SELLING



A 3-D PRESENTATION is partly visual, partly verbal. Bill Timmerman, v-p sales, Miniature Precision Bearings, lets engineer-customer look through viewer to see 3-D pictures of bearing manufacturing process in the MPB plant. Prospect considers purchase of bearings for laboratory balances.

Stereo viewers and color slides enable a salesman to pack an industrial show in a hip pocket. The new 3-D presentation medium is getting results. Here's how . . .

They're Sight Selling with Stereo →

Use of three-dimensional (stereo) still photographs as a sales tool is becoming so widespread among sales organizations that your editors are swamped with case histories of successful usage.

All over the country salesmen are asking prospects to look through pocket-size viewers to see amazingly lifelike photographs of everything from complicated industrial installations to shingles. Reaction of prospect is usually an unassisted "Gosh!" As one stereo camera maker puts it, "It seems as if you are actually *in* the picture."

Authentic realism of 3-D photographs—especially if they are in color—gives the demonstrating salesman an ace up his sleeve; he can coordinate his sales talk with a series of product-flattering stereo photographs—resulting in a highly organized sales presentation. Often he can save time. And the novelty of the approach works to the salesman's advantage: Just as a man is compelled to peer through a knothole to watch the progress of a steam shovel, the self-same urge stirs him when he is handed a 3-D viewer.

Practically any product or process that can be photographed lends itself to the 3-D presentation technique.

Users report that, once 3-D pic-

tures are produced, a salesman can be equipped with viewer and slides for \$10 to \$35, depending on number of slides and the type of viewer used.

You, yourself, can participate in a stereo demonstration. Go to your local Ford dealer's showroom. Car models and color stylings not available in the showroom itself are shown in 3-D viewers.

At the direction of management, salesmen for The Parker Pen Co., Janesville, Wis., recently discarded 42-lb. cases of writing equipment samples and picked up 40-ounce viewers to show retailers the company's line.

David H. Gullett, general sales manager for Parker, says that before salesmen were equipped with viewers, "hard-to-carry items such as permanent displays and show cases never did get adequate representation." Typically, the fountain pen salesman had to carry, besides his full line of pens and desk sets, an assortment of seasonal displays and several sales portfolios.

Now, according to Sales Manager Gullett, the viewers seem to "sell" better than Parker's standard catalogs. He says the salesman, though, "is still the vital factor—with his running commentary." Gullett states that reports from retailers indicate

that they, too, are pleased with the streamlined demonstration afforded by 3-D viewers.

Stereo photographs (slides) of products or applications can be prepared professionally—at a studio or elsewhere—and slides and viewers can then be distributed to salesmen. Or a salesman himself can shoot 3-D photographs with one of the five stereo cameras now available, and have slides processed professionally.

In fact, some sales organizations equip salesmen with cameras and viewers; they take photographs of on-the-spot installations and later show slides to prospects. An example of imaginative work with stereo:

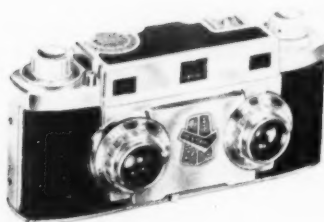
H. H. Seay, Jr., vice-president and sales manager, Bell Sound Systems, Inc., Columbus, O., makes it a point to carry a stereo camera with him while calling on distributors. He photographs them in their places of business, later has enlargements sent to the respective distributor. He finds that the men usually hang the enlargements in their offices. "Incidentally," he says, "when photographing these distributors I generally manage to include either our catalog or a piece of our equipment so that the enlargement will be a constant reminder to our customer of our company and our products."

Seay says that he carries slides of

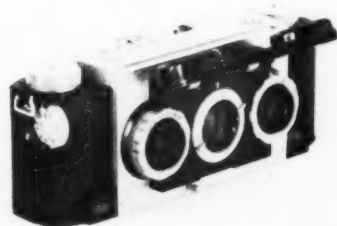
These Cameras . . .



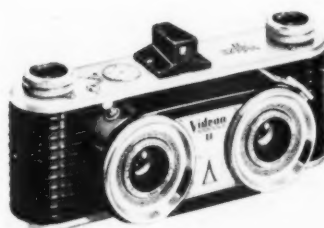
View-Master



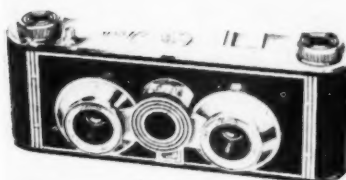
Revere



Stereo-Realist



Videon II, and Iloca



solve these Presentation Problems . . .

If Your Product . . .	3-D Slides Can Help . . .
—is difficult to carry, heavy and cumbersome, such as farm machinery and industrial equipment . . .	—reduce entire presentation to cigar-box size; slides are light, small, yet appear large in viewer.
—has color or decorative sales appeals, such as home furnishings, clothing and floor coverings . . .	—show color, style or "high fashion" in brilliant light, dramatic settings. No shop-worn samples.
—should be shown in real-life settings, such as decorative materials, hardware, household appliances...	—show product installed, in use, or in natural atmosphere; you can show people using the product
—must be demonstrated in step-by-step sequence to show steps in a manufacturing process . . .	—arrange sales story in sequence. You can put slides in proper order, or select specific ones needed
—should be shown before and after installation, such as lighting equipment, roofing and siding . . .	—show typical "before and after" scenes from similar installations; this technique is easy with 3-D
—is difficult to describe because of appearance or technical design, such as processing equipment . . .	—show all or part of product in 3-D naturalness; color slides cannot be beaten for their realism
—must be demonstrated to show what product can do, such as power tools, construction gear . . .	—show product in operation, the ultimate result and consumer benefits. Can be done in sequence.
—has operating techniques that must be explained to users, such as technical electronic apparatus . . .	—show product in use; 3-D slides of operating procedures may reveal undiscovered sales features
—should be demonstrated by large numbers of salesmen, as in the case of a widely distributed product . . .	—economically distribute dozens of 3-D prints from original negatives; viewer and slides make a kit
—requires a direct, brief-as-possible demonstration, such as a popular over-the-counter product where traffic is heavy . . .	—save wear and tear on salesman's vocal chords by showing several 3-D slides in only a few seconds



VIEW-MASTER 3-DIMENSION PICTURES CAN DO A STAR SELLING JOB FOR YOU, TOO!

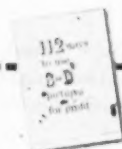
View-Master Stereoscopic color pictures are helping hundreds of companies increase sales. The new, easy-to-operate View-Master Personal Stereo Camera now permits small companies, as well as large, to employ the spectacular new 3-D selling medium... at low cost. If you would like to learn what this stereo camera, and the amazing pictures it takes can do for your business fill out the coupon below. We will send you our free 24-page booklet "112 Ways to Use 3-D Pictures for Profit" and sample 3-D picture Reel. They may suggest a profitable application to your business.

THE NEW

VIEW-MASTER
Personal
STEREO CAMERA

A BUSINESS INVESTMENT THAT BRINGS EXTRA
DIVIDENDS IN PERSONAL ENJOYMENT

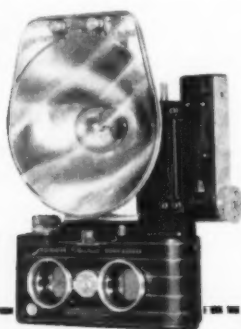
© Sawyer's Inc., Portland, Oregon



SAWYER'S INC., DEPT. SM
PORTLAND 7, OREGON

PLEASE send your free booklet "112 Ways to Use 3-D Pictures for Profit" and sample 3-D picture Reel to:

Company Name _____
Address _____
City _____ Zone _____ State _____
Attention of _____
Position _____



the company's various pieces of equipment when making trips with salesmen through their territories. "The slides," he reports, "are far more effective than a catalog, since they show the products in both color and depth." The company also uses a stereo camera in its engineering department for photographing amplifiers "for our engineering morgue." He says the photos are beneficial since they show color coding of resistors, placement of parts and actual colors of various wires.

Anyone who occasionally uses the family camera to take pictures of Aunt Selma can learn to use a stereo camera—indoors or out. But the stereo film should be processed professionally; once original negatives are made, dozens—hundreds—of additional prints and slides can be made from them, economically.

Stereo cameras are only slightly different from the conventional, having two lenses instead of one. When shutter release is pressed, two pictures of the same subject are taken from slightly different angles; two exposures result, of course, and when developed film is seen in a viewer, the picture has the same depth characteristics that your eyes perceive in "real life."

Simplicity a 3-D Virtue

Most manufacturers of 3-D equipment make a special bid for commercial business, and have set up special sales divisions to contact and service commercial users.

For the sales engineer who must describe a technical process or product to non-technical top executives, 3-D slides can be valuable. For example, Miniature Precision Bearings, Inc., Keene, N.H., makers of radial, pivot and special ball bearings, must not only show its products to prospects, but must describe their manufacture. According to H. D. Gilbert, company president, sales representatives in the field now hand 3-D viewers to prospects, showing them "in-plant" views of the company's product, assembly and inspection operations, and other phases of bearing manufacture.

The company carried this usage a step further at the recent instrument show in Cleveland, where in-plant 3-D views were projected on a screen to small groups of prospects (who were given polaroid glasses). As each of the 32 slides was screened, Gilbert's recorded commentary went, in part, like this:

Slide: "Let's go out to the plant and take a look at a few of the many

picture-power

with a



pedigree

In projection, Picture Power with a Pedigree means a brilliant screen image, no matter how difficult the circumstances . . . it means sound reproduction with "full" presence, no matter how bad the acoustics . . . it means *impact* on the eyes and ears of your audience . . . the result of twenty-five years of precision craftsmanship in the creation and production of products for the discriminating audio-visual user.

AMPRO

stylist deluxe



ampro CORPORATION, CHICAGO
In Canada, Arrow Films, Ltd., Toronto



"Repeater"

The portable movie theatre

Projects sound films on its own 15" x 11" latex screen. Sets up in 60 seconds. No rewinding - film always ready for showing. Point of sale, booths, meetings.

For larger groups Premier-40

Brilliant screen illumination, true tonal fidelity. Single-frame and reverse operation. Sound and silent speeds. 12-inch companion speaker.



FREE! Ampro's new film-source book, "Screen Adventures." Helps to plan programs, tells where to get films on specific subjects. Mail the coupon today for your free copy of this useful reference book.

Ampco Corporation
2835 N. Western Ave., Chicago, Ill.

- ☐ Have my local Ampco Audio-Visual Dealer call to arrange a no-obligation screening of "Famous for the Finest."
- ☐ Send a free copy of "Screen Adventures," the new film-source guide.

Name.....

Company.....

Address.....

City..... State.....



This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

You'll find the answer to many of your own questions. What your own program should be . . . What other companies do . . . How much they spend . . . What they give.

Over 500 Different Company Gift Ideas!

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

and varied processes which are required to manufacture our MPB bearings . . ."

Slide: "Here are automatics which are running day and night in the Keene plant; they have enabled us to more than double our capacity in a single year . . ."

Slide: "Here is the first of three lapping operations . . ."

Slide: "This inspector is checking the quality of production from the machines you have just seen . . ."

Slide: "Here is Miss Marilyn Robbins, operating our IBM equipment which tabulates and sorts customer orders, and parts and materials required to fabricate them . . ."

The "mobile showroom" advantages of 3-D slides are pointed up by Frank Dysarz, advertising and sales promotion department, Plumbing Ware Division, Briggs Manufacturing Co., Detroit. He remarks that the company's field representatives would need "at least a semi-trailer" to tote the company's "Beautyware" bathtubs, kitchen sinks and brass fittings from customer to customer. Instead, the company has equipped salesmen with viewers. Dysarz declares the viewers are proving themselves in four specific ways:

1. Customers (jobbers and plumbers, directly; builders and architects, indirectly) can see fixtures as they are, in three dimensions and life-size.
2. Fixtures are displayed in a proper and fitting background, "under our control."
3. Colored bathroom fixtures are emphasized, and shown in a manner impossible with four-color printing.
4. Special features of the fixtures can be pointed out and described by salesmen as prospects look at slides.

3-D As a P-O-P Unit

Where products, by nature of design or use, are bought solely on the basis of decorative interest, the third dimension often helps the salesman make a more compelling presentation than he otherwise could. For example, Reflexite Corp., New York City, manufactures reflective house numbers and sells them through 1,500 chain stores. What prospects want to know, of course, is, "How will these numbers appear at night—when light is reflected from them?"

The question is answered, clearly,

when customers use viewers, and see night-time photographs of the house numbers. Reflexite ships viewers and slides to retail stores. The equipment is part of a p-o-p display. "We have found," says John H. Wright, Reflexite, "that the viewers stimulate sales in high volume stores to the extent that it more than justifies our investment." He further states that viewers are given on a memorandum basis to wholesalers' salesmen. "They have helped to demonstrate to individual retail outlets the actual reflectivity of our product."

Induction Heating Corp., Brooklyn, N.Y., fabricators of machines for the high-frequency heating of metals, has good things to say about 3-D. H. J. Haines, sales manager, says his prospects are industrial firms that use machines to shape metals. "Their representatives go to our demonstration room and are shown stereo color slides of the product and the entire operation. We have hundreds of slides and many viewers for the demonstration."

Heating Process 3-D'd

Haines points out that the entire process—"and especially the red of the heat induced by our machines"—is shown to fine advantage on 3-D slides. It would be time-consuming and expensive, Haines relates, to show the actual induction heating process to all the prospects who come to the plant.

One company has an entire dealer program built around "View-Master" equipment supplied by Sawyer's, Inc., Portland, Ore. Transvision, Inc., New Rochelle, N.Y., a television maker, sells through dealers and direct to consumers, and Sales Manager David Gnessin sums up 3-D usage in his company:

"We have placed viewers and slides in the hands of every salesman," he says. "It's a great help in selling dealers on the product line. A dealer can see an actual demonstrator TV set itself, for performance and construction; for the rest, he orders from the kit of stereo slides showing every model and style we have. The dealer, in turn, who doesn't carry a full stock, can make excellent use of the viewers and slides to show prospects what the rest of the line looks like."

Gnessin sells viewer, slides and sales book (\$9.95) to the small dealer who is thus put in business. "I could conceive of a situation where, in remote areas, the dealer could send the viewer to the prospect by messenger or mail, selling TV without even seeing the prospect," says Gnessin.

"It's a Bell & Howell!"



There is no finer gift choice in movie-making equipment than a camera or projector made by Bell & Howell. Here you see the famous 16mm magazine loading 200 movie camera at \$174.95. Other models in the line range from as little as \$49.95 for the Two Twenty . . . to the supreme choice of them all, the 70-DL. Whatever your business gift problem, you can solve it with a Bell & Howell.

Clip and mail the coupon for full information today!

SEPTEMBER 1, 1953

*There's a
movie camera and
projector for every
purse and purpose
from*
Bell & Howell

MAIL TODAY! SOLVE YOUR GIFT PROBLEMS!

Bell & Howell Company
7190 McCormick Road
Chicago 45, Illinois

Please send me, without cost or obligation, complete gift information on . . .
☐ Cameras ☐ Projectors ☐ Accessories

NAME

COMPANY

ADDRESS

CITY

COUNTY STATE

It's good Business to "put it on tape"

Busy executives are learning the value of keeping permanent records on Soundcraft Magnetic Recording Tape. Important conferences, sales training talks, speeches by absentee officials — these and many more can be recorded with ease, played back any time, any place.

Tape recording is an integral part of modern business. Soundcraft Magnetic Recording Tape assures you of the utmost in durability and fidelity.

Convenient Way to File, Store Reels

SOUNDCRAFT TAPE-CHEST*



Save time, save space — with the Soundcraft Tape-Chest. Compact five-drawer unit lets you pick the reel you want at a glance. Keeps reels in one place, safely, neatly. The Tape-Chest is yours at no extra cost with the purchase of five reels of Soundcraft Tape.

For information on Soundcraft Magnetic Recording Tape, write:

**REEVES
SOUNDCRAFT
CORP.**

Dept. C-91
10 East 52nd Street,
N. Y. 22, N. Y.



*T.M.R.S.

Another company, The Creamery Package Mfg. Co., Chicago, bought six "Stereo-Realist" viewers (David White Sales Co.) in 1947, and had several CP-equipped dairy plants photographed in 3-D. Now the company has "more than 100" viewers in use by 21 branches and eight CP export agents outside the U.S. The company advertising manager, Fred G. Jones, says the slides "have paved the way for a signed order many times by clearing up questions . . . as to the appearance and design of our machinery, and on installation details such as piping hookup or clearance."

Bronze, Inc., Chicago, sells "cemetery memorials" (bluntly, tombstones) by use of slides and viewers, and the company president, Leonard H. Grosse, says 3-D "has been of tremendous help in getting visual evidence across of how our products look in settings." The company services cemeteries and architects over most of the U.S., and Grosse maintains that "invariably it is the 3-D stereo slide that puts the real clincher on the sale."

You have probably heard of those convertible car tops that close automatically at the first drop of rain. Believe it or not, the water-activated electrical device that closes the top is sold by 3-D color slides. The company is Micro-Moisture Controls, Inc., New York, and the device is called "Weather-Guard." Alexander L. Guterma, board chairman of the company, says the Weather-Guard Division now has several hundred "Revere" stereo viewers in use by distributors around the country. The kit includes stereo color pictures showing Weather-Guard in its several stages of operation on different makes and models of auto convertibles.

With the help of slides, says

Guterma, "our distributors show dealers exactly how the first drop of water to hit the car activates the unit and closes the car tightly. One slide shows a girl putting a drop of water on the tiny metal grid attached to the car's hood; the next shows the convertible top rising—with nobody in or near the car; and still another slide pictures the top falling shut and the windows rising to close automatically."

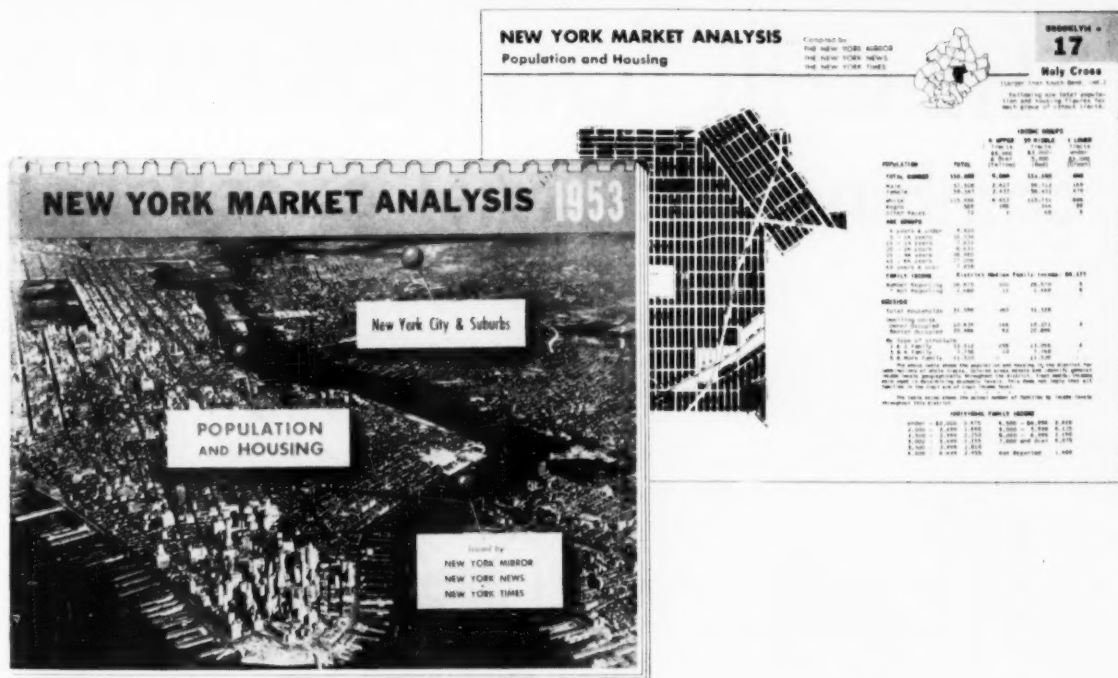
"Apart from the graphic and interesting nature of the demonstration," remarks Guterma, "the stereo viewer does a selling job that—otherwise—couldn't be done at all. Obviously, the car as a demonstration unit is too large to be trotted around for a presentation to every dealer. Also," he states, "in metropolitan areas, it's often difficult to park the car just where it is most convenient for demonstration." He says that the use of stereo viewers and color slides "has been the ideal solution for us—easy, inexpensive and effective in telling our story."

Reports from 3-D manufacturers show that sales organizations are split about 50-50 in their methods of supplying viewing equipment and slides to salesmen in the field, and dealers. Some firms buy viewers outright, distribute them and the slides to field representatives; other companies pay only a part of the equipment's cost, ask salesmen to chip in for the balance. In some cases, especially in the industrial field, salesmen buy 3-D cameras and viewers on their own hook, take pictures of installations they sell, then show the photos to other prospects.

At present, prices of the cameras range from \$99.50 to \$174.50; viewers to accompany cameras range from about \$2 to \$20—for the "super" battery-lighted models.



AT POINT-OF-PURCHASE customers find it difficult to resist an exploratory peek through 3-D viewers. Thermador Electrical Manufacturing Co., Los Angeles, offers this 3-D presentation unit to its dealer organization. With it, dealers can show 21 views of kitchens designed by the company. This is View-Master equipment produced by Sawyer's, Inc., Portland, Ore.



Another new fact book about
the world's greatest market

NEW YORK MARKET ANALYSIS

VOLUME TWO: POPULATION AND HOUSING

Here is a precise, detailed, revealing picture of the population and housing characteristics of the world's greatest market.

This is a closeup of the scores of separate, distinct neighborhoods that make up the great metropolis.

It shows, in color maps, family income in more than 2300 census tracts that make up the 116 districts of New York City.

Each page contains a map of one of the 116 City districts or one of the 21 suburban counties, together with Bureau of Census figures on population by sexes, age groups, family income, number of households, type of dwelling.

Prepared by three of New York's leading news-

papers, this 160-page study was more than six months in the making. It supplies the answers to many of the key problems that advertising agencies, manufacturers, jobbers, distributors and wholesalers seek to solve in this most profitable of all markets.

Write now for your copy of this valuable aid to sales planning in the New York market. On company letterhead, please, to the research department of one of these newspapers:

The New York Mirror
235 East 45th Street, New York 17, N. Y.

The New York News
220 East 42nd Street, New York 17, N. Y.

The New York Times
229 West 43rd Street, New York 36, N. Y.

SEPTEMBER 1, 1953

THE CHILTON FORMULA

combines editorial excellence



for advertising effectiveness and quality circulation.

The finest editorial content is just a waste of words unless a publication is read by the right people. So to make the most of Chilton's editorial excellence we stress quality control of circulation.

Chilton readers are selected under rigid regulations to make sure that the advertiser's message reaches those who make the buying decisions in the fields Chilton serves. And because maintenance of editorial excellence is the first concern of every Chilton editor, our readers *know* they can find what they want in Chilton publications: facts, figures, and news that are both authentic and timely.

This combination of editorial excellence and quality circulation makes Chilton publications the ideal atmosphere for advertising the products and services needed in the fields Chilton serves.

NBP

Chestnut and 56th Streets
Philadelphia 39, Pa.



**CHILTON
COMPANY**
(INCORPORATED)

100 E. 42nd Street
New York 17, N. Y.

THE IRON AGE • HARDWARE AGE • MOTOR AGE • COMMERCIAL CAR JOURNAL
HARDWARE WORLD • DEPARTMENT STORE ECONOMIST • BOOT & SHOE RECORDER
THE OPTICAL JOURNAL AND REVIEW OF OPTOMETRY • THE JEWELERS' CIRCULAR-KEystone
AUTOMOTIVE INDUSTRIES • THE SPECTATOR • DISTRIBUTION AGE



Another beautiful home of West Coast Woods...

THIS THEME runs through all advertising and promotion. Four-color ads increase coupon response.

If Your Industry Hesitates On a Promotional Program

Consider the phenomenal campaign of the West Coast Lumbermen's Association. Skepticism has changed to enthusiasm as consumers respond to offers to help with their building problems. How can you create this interest?

BY LAMAR NEWKIRK

The sales promotion of West Coast lumber manufacturers, started in 1946 and now reaching a new peak, had two big jobs to do where most programs of this kind have only one. It had to sell traditionally independent lumber operators on the idea of industry sales cooperation, and it had to sell their product to the consumer.

It has been unusually successful—one of the most successful campaigns

in building material history—and it has been placed on a permanent basis.


Financed by contributions from members of the West Coast Lumbermen's Association, largest regional trade group in the lumber industry, it started its seventh year in 1953 with a budget of \$385,000, and enthusiastic membership support points to a half-million-dollar budget before the year is out.

Sales promotion now is a byword in an industry in which Douglas fir is cut in Oregon, Washington and California.

The effect on lumber consumers and potential consumers has been as surprising to manufacturers, if not more so, than it was to professional sales promotion and advertising men whom the industry hired to break precedent.

Consumer inquiries for literature and advice were first asked via the coupon method in national advertising in 1948, two years after the program was launched.

Consumer advertising inquiries averaged 3,585 a month that year. By 1952 they had grown to an average of 18,000 monthly—a total of more than 215,000 for the year. In 1953 they reached a new high—46,292 in March for the highest monthly figure on record. Inquiries in more re-



Makes good products better...

Picture here billfolds you've known for years.

Picture, too, something you almost can't see... hinged envelopes for photographs, identification cards—with windows of crystal-clear, transparent Kodapak IV Sheet, color-true, free from distortion—windows that are almost invisible, yet so tough and strong they seem almost to outlast the billfold itself.

Don't forget: Because Kodapak IV Sheet is always uniform, free from defects, makes up easily with minimum waste, its use assures top values.

For further information, including names of specializing firms, consult our representative or write:

**Cellulose Products Division
Eastman Kodak Company
Rochester 4, New York**

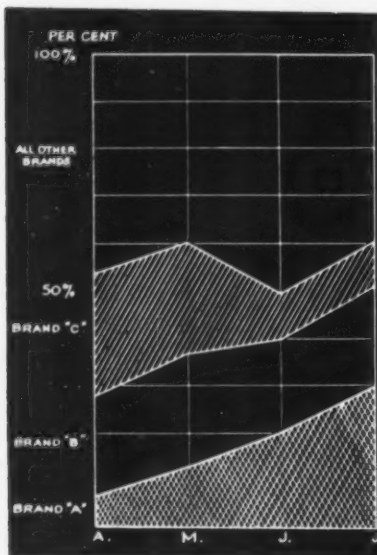
Sales offices: New York, Chicago, Dallas.

Sales representatives: Cleveland, Providence, Philadelphia.

Distributors: San Francisco, Los Angeles, Portland, Seattle (Wilson & Geo. Meyer & Co.); Toronto, Montreal (Paper Sales, Ltd.).

Kodapak IV Sheet

"Kodapak" is a trade-mark



Burgoyne pretest proved Brand "A"

- Management was sure about their program for Product "A" after seeing the above chart of sales tests conducted in Harrisburg, Indianapolis and Cedar Rapids.

- Have your sales problem evaluated by over-the-counter sales . . . as have national grocery and drug clients of Burgoyne for years.

- Sales-testing with Burgoyne "store panel research" is an accepted Management tool. It regularly proves new products, premiums, promotions . . . and helps determine market strategy. Ask about the 14 representative Burgoyne test cities.



cent months may have exceeded the March total, but tabulations have dropped behind while WCLA "West Coast Woods" promotion office has been streamlined and re-gearred to handle the new rush. One week in March brought 13,786 inquiries in response to advertisements which were carefully worded, placed and timed.

Even more spectacular was phase No. 2 of the campaign, started in the fall of 1948. That phase not only opened the eyes of lumber manufacturers, but it gave other trade associations, competing manufacturers and advertising men something to think about. As future histories are written, it may be listed as one of the major factors in modernizing the nation's building codes and, more important, in insuring the nation of a continuous supply of forest products for generations to come.

"The Best" Was Oversold

To begin with, the new "tree farm" movement in the nation's forests was organized to grow trees scientifically for tomorrow's needs, now that original timber stands are disappearing under the woodsman's power saw.

Under this forestry program, which called for utilization of every tree in the woods, there was too much lower-grade timber for the market to assimilate in lower-grade lumber. The market had been sold in past years on "nothing but the best," which meant that No. 1 lumber was being used where No. 3 would be equally satisfactory and less expensive. Lower grades were piling up on sawmill docks and lower-grade logs were left to rot in the woods.

Therefore it was decided that West Coast Woods advertising, starting with the 1948 fall campaign, should attack this major industry problem. Paul E. Kendall, retired head of the program, conferred with MacWilkins, Cole & Weber (now Cole & Weber), Portland advertising agency handling the account. Result was a series of two-color full-page advertisements in home service, farm, architectural, building and lumber business publications with the theme: "There's a right way to do everything—and there's a right grade of West Coast Woods for every building use."

Up to this time, advertisements had appeared in the *Saturday Evening Post*, *American Home*, *Better Homes & Gardens*, *Country Gentleman* and *Farm Journal*. With the new theme, the governing committee decided to concentrate on home service maga-

zines and national farm publications. For the first time inquiry coupons were used in advertisements and literature was offered.

Three major brochures were produced: "Use the Right Grades of Lumber in your Home"; "A Quality Home Can Cost Less"; "How to Build Well and Save Money." Several hundred thousand of these pieces went to consumers and dealers on request. Lumber business publications then were used to reach dealers, and an attempt was made to reach the readership of architectural and building publications.

The term "lower grades" was not used. Instead, the brochures stated: "Use the most economical grade that fulfills the requirements." Economy in costs and conservation of a valuable natural resource was stressed.

The clincher came in less than a year.

"Stop the low-grades campaign," lumber manufacturers said. They were oversold. And it "sold" manufacturers on the value of cooperative sales promotion.

Traditionally the lumber industry has been a "dog-eat-dog" operation. How did the cooperative trade promotion idea start?

Immediately after World War II unusual conditions demanded that the lumber industry speak out in self-protection. Lumber, because of war demands, was in short supply. Retail lumber dealers and their customers had been led to believe that lumber was to blame for high building costs (actually, lumber in an all-lumber house accounted for no more than 20% of the total cost), there was widespread propaganda that forests were nearly exhausted, and that competitive building materials were being promoted.

Competition Forces Action

Kendall summarizes it in this way: "The public acceptance of lumber before the war did not guarantee future acceptance, and lumber's chief competition was not from better products but from better promotion."

It was time for action. Directors of WCLA decided that a promotional campaign was the only answer. They took an unprecedented step for western lumbermen. They adopted a program and named as its head Kendall, who had been farm sales development manager for Johns-Manville, secretary-manager of the National Door Manufacturers' Association and one-time advertising manager for Long-Bell Lumber.

Immediate objective was to have

TIMES-STAR RACKS UP BIGGEST CIRCULATION GAIN IN 18 YEARS!

Interim Report Shows LATEST Circulation

You can bet that the Times-Star has had plenty of circulation gains during its 114 long years of publishing.

But who cares about ancient history? Here are the very latest figures from a just-out interim report to ABC:

THIS IS OUR CIRCULATION RIGHT NOW*

City Zone.....	131,054
Retail Trading Zone..	20,729
All Other.....	4,898
Total.....	156,681

*Interim Sworn Publisher's Report,
3 mos. ending June 30, 1953.

Advertising Men, please note:

80% of the Times-Star's gain was in the all-important City Zone, 96% in the City & Retail Trading Zone. These are gains where gains count most—the heart of the great Ohio Valley Market!

MORE AND MORE
in Cincinnati... it's the **TIMES-STAR**



Is there enthusiasm for
your product at the

Retail Level?



ACB Newspaper Research Services
will tell you . . . how much . . .
where . . . from which dealers

● The great bulk of all branded goods is sold through retail stores located in the 1393 cities in which daily newspapers are published.

ACB can tell you what retailers are pushing your brand by advertising it locally in their daily newspapers—give you complete details in report form—supplemented if you wish, by actual tear sheets.

And at the same time, your ACB report can tell you what support your competitors' dealers are putting back of the lines they handle.

Watch mass retailer enthusiasm through ACB Reports! It's at the retail level that your brand moves forward or slips back. It's at the retail level that your promotion effort can bring rich returns.

ACB offers 14 important services based on newspaper research. These services have the utmost flexibility. You can have them cover the entire country or a single city. You can order these services continuously or intermittently.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



retail lumber dealers maintain lumber stocks, rather than other building materials. It was pointed out that lumber production was constantly increasing, that there was no anticipated future shortage of timber and that lumber was not the main cost involved in construction, even in an all-wood home.

Long-term objectives were to familiarize the American public with the good points of lumber as a construction material, to spread the word that most American homes were made of wood, and to emphasize the fact that "West Coast Woods" (Douglas fir, West Coast hemlock, Western red cedar and Sitka spruce) were most satisfactory.

The first advertising campaign, in 1946, had three main themes as an educational campaign: Lumber production is increasing; lumber for the average all-wood home represents less than 20% of the total cost; timber is a crop, and America is growing its own future supply.

Then came the unexpectedly over-successful campaign to sell low-grade lumber.

Step No. 3 followed. It told the merits of wood for home and farm building. Two-color advertisements and brochures were used, too, but in September, 1950, a four-color booklet, "Be Sure When You Build," was offered to readers of advertisements. The same theme was used for a movie short, "Lumber for Homes." There are 60 color prints of this short in circulation throughout the nation. Special black-and-white prints have been used by more than half the TV stations in the U.S., some of them more than once.

Why Four-Color Ads?

It wasn't until October, 1950, that the first four-color, full-page advertisement appeared, and four-color has been used ever since where it was considered reasonable. The fall and winter months have proved most productive.

Kendall has his own ideas on this phase of the campaign:

"The four-color, full-page advertisements in home service magazines on our schedule show the exterior of a carefully-selected home of West Coast Woods. This illustration is the full width of the page and dominates it. Each illustration also shows a small interior view. The headline, 'Another beautiful home of West Coast Woods,' hasn't been changed since it was used for the first time in 1950. It has become an identification which magazine readers look for. We know this from the complimentary letters

we get from some of our customers.

"Each of these advertisements offers a four-color booklet. The first was "Be Sure When You Build," then "Beautiful Homes of Wood," and now, "Homes of Beauty." Advertisements in farm publications offered such booklets as "The Farm Book—A Guide to Better Farming with Better Buildings," "Planning a Farm Home," and "How to Build Farm Buildings That Last Longer." The last two are sent without charge while "The Farm Book" costs \$1 and has brought tens of thousands of requests.

Advertisements in architectural and building magazines offer booklets on "Better Schools Are Built of Wood" and "Modern Commercial Buildings," plus technical literature concerning proper uses.

Promotion to Schools

Since June, 1950, West Coast Woods has pushed a special promotion, independent of its general campaign, featuring one-story schools of wood. Advertisements have appeared regularly in architectural, building, real estate, school and lumber trade journals. As a result, more than one million copies of "Today's Better Schools Are Built of Wood" have been distributed.

There are also "school kits" that have drawn "a substantial call," Kendall adds, from retail lumber dealers who are anxious to build businesses, from PTA groups, school boards, school officials, architects and builders. It includes 10 pieces of helpful literature and technical data on modern schools of wood planning and designing.

Many features were added to the campaign, as results became increasingly impressive.

Newer subjects are modern churches and commercial buildings of wood.

Advertisements on these subjects have appeared in architectural publications, offering such attractive booklets as "Beautiful Churches of Today." To take advantage of the trend toward suburban shopping centers and offices, West Coast Woods promotion has published "Modern Commercial Buildings," showing new examples of this type of construction lending itself to wood.

That's not the whole story, of course, but it's enough to explain the manufacturers' viewpoint, says H. V. Simpson, executive vice-president of the West Coast Lumbermen's Association:

"With our program showing un-

SALES MANAGEMENT



the
PLAIN DEALER
goes...



where the
MONEY
flows!

71% of the Plain Dealer's daily circulation in Greater Cleveland reaches families that account for 73.9% of the city's retail sales. In addition to blanketing Cleveland's effective buyers, the Plain Dealer advertiser gets a valuable bonus—dominant coverage of the rich 26-county adjacent area that constitutes the Plain Dealer's famous 2-in-1 market... *both* for one low cost.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,803,864,000	\$1,466,720,000
Food Sales	487,941,000	376,096,000
Gen. Merchandise Sales . . .	265,797,000	115,023,000
Drug Sales	58,480,000	35,890,000
Furn., Hsld., Radio Sales . .	93,912,000	68,849,000
Eff. Buying Income . . .	2,840,383,000	2,269,476,000

*Akron, Canton, Youngstown not included.
Figures—Sales Management Survey, May, 1953

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc.,
New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

SEPTEMBER 1, 1953



All business is specialized



...and nothing specializes on your business like your business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business . . . and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how . . . with a single-minded concentration on *your* particular field. Read it regularly . . . cover to cover . . . editorial and ad pages . . . for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

NEXT ISSUE you'll be reading about . . .

Coming in SALES MANAGEMENT Sept. 15

The author of "How to Become a Successful Manufacturers' Representative" spells out 12 ways to establish a happy and productive relationship with manufacturer agents. You can check Author Marvin Leffler's "how-to" points against the practices in your company. September 15, look for, "How to Build Your Volume With Manufacturer Agents" . . . "

One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS



expected results. West Coast lumber manufacturers have become promotion-minded within the last seven years. The proof lies in the fact that they have *wanted* to increase the scope of the program, and the budget."

Letters from prospective customers, drawn by the campaign, are treasures any sales promotion or advertising man would keep in his safe deposit box. Some typical examples from the WCLA office in Portland, Ore.:

"We are building a home. Which of your West Coast Woods would you advise for the kitchen?"—California, January, 1953.

"Please put me in touch with the architect of the small house illustrated in your current ad. Any information you can furnish relative to this little eye-stopper will be greatly appreciated."—Minnesota, September, 1952.

There's another big point, however. Retailers have to push a product to make it a success. The entire program has been handed to retailers on a silver platter.

"Lack of a successor" is one of the most commonly stated reasons as to why a good man was not promoted.—L. Byron Cherry, management consultant, General Electric Co.

"West Coast Woods," a special dealer publication, is mailed to approximately 25,000 retail lumber dealers. The first issue was mailed in May, 1946, as the program got under way. The 16th issue went out in February of this year. It has four pages in two colors and four pages reproducing four of the most recent national advertisements in full color.

In addition to offering other retailer services, including free literature, there are free advertising mats for local use, sound-color movies, radio spot announcement copy, and two and four-color blotters.

The result of all this? Over 100,000 newspaper advertising mats have been used by dealers, and a conservative estimate for space used by these mats is \$840 million—no small item in any national program. More than two million pieces of literature are distributed annually through dealers and on direct requests from consumers in all parts of nation.

The days when West Coast lumber manufacturers have to be sold on sales promotion, even through their own program, are gone.

SALES MANAGEMENT



Textbook of the industry

The lesson for today is—"How to Successfully Operate a Hotel."

The textbook — HOTEL MANAGEMENT.

For more than a quarter of a century, decision-making hotel executives in this lucrative \$2,400,000,000 market, have leaned heavily on the advice and ideas featured monthly in the nation's No. 1 hotel publication — HOTEL MANAGEMENT.

Manufacturers, recognizing the importance of HOTEL MANAGEMENT to the hotel operator, have consistently placed more advertising among its pages than any other publication.

an Ahrens' exclusive



Now available, for the first time, is a 25-page book which outlines the national restaurant and hotel market for food service equipment and refrigeration. This book breaks down the 600 million dollar basic food service equipment market into easily read and understandable figures.

Also included are sales tips on whom to sell, the best time of day for making calls on all

types of eating-out establishments and what the buyer wants most to know about equipment and refrigeration. Market information is broken down geographically and by trading areas. This book can be an invaluable aid to advertising and sales personnel for planning advertising, distribution and sales strategy to the 10 billion dollar restaurant and hotel industry.

A copy is yours for the asking!

AHRENS PUBLISHING COMPANY, INC. publishers of

71 Vanderbilt Ave., New York 17, New York
201 No. Wells St., Chicago, Ill.

Hotel Management, Restaurant Management,
Restaurant Equipment Dealer, Hotel World Review,
Travel America Guide, Frozen Food Age.



"BUD" is C. W. Brown, vice-president, Sales and Advertising, Rieck Dairy and these are signs used during the promotion.

All-Employee Contest Adds 4,200 Milk Buyers

When milk was boosted 1¢ per quart, Rieck Dairy braced itself for a drop in sales. To minimize the loss, the company launched a sales contest—and wound up with a big gain.

BY JAMES E. ALEXANDER

A contest which spurred non-sales employees to sell on their own time gave the Rieck Dairy Co., Pittsburgh, 4,200 new customers last fall—despite a milk price rise. And most of them have been retained.

"This is the first time we ever gained new business when the price went up on retail milk," says Perry Crandall, controller for the Dairy and originator of the contest.

The contest brought results from nearly all the 900 employees. The use of non-sales personnel, who accounted for 30 per cent of the new customers, spelled the difference between the resultant gain and the anticipated loss in business.

With the cost of milk in Pittsburgh up to 25 cents a quart, Crandall knew that Rieck—along with

the area's 100 other dairies—would drop customers, unless its employees came through in the company's biggest sales drive.

For the contest (worked out by Crandall and C. W. Brown, vice-president, Sales and Advertising) there were "yes" answers to these questions:

Do all company employees have a fair chance at awards?

Does the contest eliminate "extra pay for overtime" for employees who are not regular salesmen?

Is there an incentive to keep working right up to the last minute?

Does interest stay high among non-salesmen employees?

Contest rules:

1. New customers for retail milk

routes were to be added between October 16 and December 3.

2. A new customer had to take two or more quarts of milk every other day, but no time limit was set on the new customer's business.

3. For the first customer turned in, the employee got one chance. The second brought three chances; the third, 5; fourth, 7; fifth, 10; sixth, 13; seventh, 16; eighth, 20; all others, 25.

4. Full-time solicitors and order clerks got one chance for each customer.

All chances went into a barrel. The drawing took place in the company's main office with Rosey Rowsell, Pittsburgh Pirate sports announcer (for Rieck) in charge. Drawing went on until 20 different employees had been chosen.

Each of the 20 then chose a sealed envelope from a box, thus winning one of the grand prizes.

Among the prizes were: Ford four-door sedan; two weeks in Miami for two; three days in New Orleans for two; two days in New York and theater tickets for two; TV, radio and phonograph combination; automatic washing machine; dryer; home freezer; refrigerator; movie camera; box seats for Pirate games; clothes; luggage.

The company assumed federal income tax.

District managers for the customers who provided Ford and Florida trip winners got a TV set and cash bonus.

Each customer who provided a winner got a gallon of ice cream.

Each employee who added 10 or more customers won a turkey.

The 10 salesmen who added the most customers got a \$50 bonus each; an identical bonus went to each of the 15 other employees who turned in the most new orders.

There was a \$100 bonus to the first salesman with 21 new orders, and another \$100 for the first other employee to get eleven.

"The contest got off to a fast start," says Brown. "Several of the drivers and office employees went after the 'quick-starter' bonus."

"Then others picked up the idea and went to work, making telephone calls to friends and neighbors—for they soon saw that the more customers the more chances."

"Even the slow-starters got in during the seven weeks because it became obvious that an employee with one order had a chance at the grand prize—although not as much of a chance as the employee with 20 orders."



This
is
interest



This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

You'd think it was done with mirrors—
the way The American Weekly has changed for the better
the sales picture of one advertiser after another!

**Enthusiasm is interest raised to the buying pitch!*

"...read by top executives," says

BRUCE PAYNE & ASSOCIATES
INCORPORATED
WESTPORT, CONNECTICUT

August 7, 1953

Wall Street Journal
44 Broad Street
New York 4
New York

Gentlemen:

We have been a constant advertiser in The Wall Street Journal since our company was organized seven and one-half years ago. Yours is the only publication we have used without a break for this period.

The purpose of our advertising is to make clear just what management consultation is, what it does and its place in our economy.

One of our recent ads in The Wall Street Journal, directed to top executives, created an editorial response from several advertising trade publications. These editorials were concerned with our ad "Are you expecting too much from your advertising agency?"

A president of one of our client companies also wrote: "I have read some of your recent advertising in The Wall Street Journal. It is excellent. It is a broad gauge job of the highest character in my opinion."

We are certainly pleased to see that through The Wall Street Journal our messages are being read by top executives in the country.

Very truly yours,

Bruce Payne
BRUCE PAYNE

BP hp

Although its broad circulation includes executives at every operational level, The Wall Street Journal continues to make a terrific impact on men at the top. Where big decisions require big men, The Wall Street Journal remains the choicest, most direct, and most economical channel to the major decision makers.

No other publication of such wide coverage—monthly, weekly or daily—offers such an audience so responsive to business products, services or ideas: Presidents, 26%; Partners, 10%; Vice Presidents, 13%; Department Managers and assistants, 32%.

To get to top management, The Wall Street Journal is a top buy!

ABC Circulation: 250,208 (6 Months Average)

THE WALL STREET JOURNAL

Published at:

*NEW YORK
Eastern Edition
44 Broad Street

*CHICAGO
(Midwest Edition)
711 West Monroe Street

*DALLAS
(Southwest Edition)
911 Young Street

*SAN FRANCISCO
Pacific Coast Edition
413 Bush Street

Typical of employee zeal was an office worker, Ann Dribnak, who was hospitalized during the contest. She signed up nurses and others, turned in eight new orders to Rieck.

Each of the seven weeks was dedicated to an official of the company, and each week a broadside of contest material went to employees' homes.

"We knew that if the wife—or husband—and children got interested it was good for the contest, too," says Crandall. "The prizes were chosen with the family in mind."

Office workers and plant employees were reminded of the contest daily, by loud-speaker, and names of all employees who turned in new customers were mentioned from time to time, often tied in with a couplet extolling the praises of Rieck's Sealtest milk.

Price Suicide?

"I can find no sound enduring economic justification for loss-leader selling—but to sell four or five competing brands in a single class of goods is just about as close to suicide as anything I can imagine. No enduring consumer loyalty is won by loss-leaders because today's price cut is tomorrow's high price." **Emanuel Katz**, president, Doeskin Products, Inc., at a conference on the subject, "Profit Depression—Is There A Cure?"

Interest in the drawing was high when none of the first 17 to choose an envelope came up with the top award—the Ford. William Whited, the 18th to draw an envelope, won the car. He had turned in 13 new customers. Other winners ranged from Lenus Baker, with 31 customers, who won a refrigerator, to Thomas Wuellette, with only seven customers, who got an automatic clothes washer.

"No one felt he had been deprived of a chance at a big prize," says Crandall, "because he knew he had a chance at all the prizes, even if he only turned in one new customer."

"This contest was strictly our own idea. Although Rieck is affiliated with National Dairy Co., the promotion has not been used by other affiliates."

"We were pleased with the results compared with the cost. I imagine we'll have another contest in the future. Many of the employees have asked about another—their interest holding over from this contest."

SALES MANAGEMENT



George M. Jolly, head of the Milium Division of Deering-Milliken & Co., tells how . . .

"We helped sew up \$500,000!"

"A Kansas City coat manufacturer had \$500,000 in sales sewed up—except for the linings! Buyers had flooded him with re-orders for 12,000 Milium-lined Fall coats. But the uncompleted coats were hanging in the loft.

"12,000 Milium linings had to catch up with 12,000 coats—and fast, too. We called in Air Express!

"As fast as the cloth was dyed and finished in New England, it was rushed to South Carolina and processed as Milium insulated linings, then speeded to Kansas City. Every deadline was met—and the deal was sewed up.

"Our customer's 12,000 coats were turned into a fast \$500,000—thanks to the speed and reliability of Air Express!

"We face frequent customer deadlines. We can't afford any air service but the *fastest* — there's too much at stake. Yet in most of the weights and distances we ship, Air Express rates turn out to be lowest in the field!"

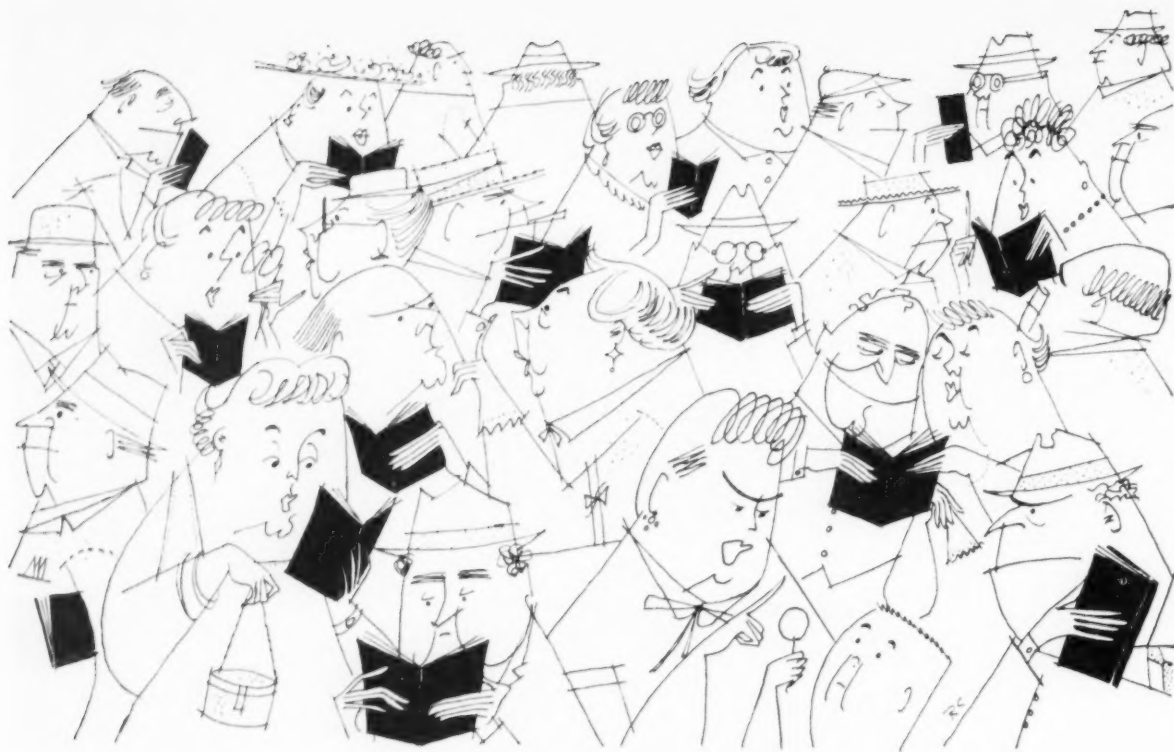
It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines



DIETERS CRAVE food for the mind as well as for the body. Publishers fill this appetite—and stimulate it in more people.

Our Dieting Millions: They're Playing Hob with the Food Industry

Low-calory foods are now super market items. While major packers are breaking into this market the promotional burden still is being carried largely by specialty houses.

Part III of an article in three parts
BY ETNA M. KELLEY*

Suppose your doctor told you to start dieting today, and told you that your health and perhaps your life depended on following his advice? The chances are you'd have to change your food habits, whether the diet were the low-calorie kind (to control overweight or diabetes), the low-sodium kind, or the hypoallergenic kind.

Some of the foods you had been eating would be taboo from now on, and in their place would be other

foods, some of which probably had never been on your table. You would have to find sources for some of these new foods. You might need to seek, for example, salt substitutes, wheat germ, gluten or soybean flour, Hollywood bread, eggless cake mix, non-nutritive sweeteners, salt-free peanut butter, salt-free canned soups, water-packed canned fruits and vegetables, or canned fruits sweetened with saccharin or Sucaryl.

What you would learn, in finding ways to meet your own needs, would reveal what is happening in the distribution of dietetic foods. Products that once were sold largely through health stores now are often displayed in a department of their own in department store food sections. More significant: They are now on the shelves of 80% of the super markets.**

About the health food stores: You will find hundreds, even thousands of dietetic items there, as against dozens of these items in most grocery stores. You will find a sympathetic listener in the owner and his assistants, from whom you might get helpful advice.

* Part I of this article appeared in *SALES MANAGEMENT* for August 1 on page 24, and Part II in *SM* for August 15 on page 36.

** Source: Dec. 1951 survey by *Super Market Merchandising*.

The drawback to the health food store is that it usually charges substantially more than the super market or independent grocery store. The higher price, claim operators, is justified by the relatively large, slow-moving stocks the health food store must carry, and by the service rendered. Patrons of health food stores ask questions, read labels carefully, engage store personnel in conversation—and consume a lot of time. It's a service business.

Many More Outlets Now

Until a few years ago, the diabetic and even the serious weight-watcher found it imperative to buy chiefly in drug stores and health food stores. Today the super markets and other grocery outlets have "discovered" this market. This has engendered some resentment, leading the health food store people to argue, "We built up this industry, promoting and giving good service—and just when it was going nicely, the big chains came in with their price-cutting, spoiling it for everybody." This is not the universal point of view, however. There are some who hold that by displaying dietetic foods prominently, super markets help to create demand; that they are not set up to answer questions nor to give service, and neither will they be willing to sacrifice the space to large stocks of what are to them slow-moving items. Serious dieters will probably go to the health food stores for at least part of their requirements.

Super markets customarily consolidate all dietetic foods in one section, clearly marked. Nothing is more irritating to a non-dieter than to discover that he has brought home water-packed fruit, when he thought he had fruit in syrup; or unseasoned soup or vegetables instead of the seasoned variety he expected.

There is significance in the fact that of the dozens of manufacturers and distributors queried in the course of research for this article, the great majority claimed that their major distribution is now through super markets—even though their products can be seen in the health food stores. We believe them, but there's a suspicion that it is unfashionable at present to be associated with the "health food" industry. Change the phraseology, and the story is different. It is fashionable—and profitable—to be associated with the *dietetic food* industry. A mere matter of semantics, it seems.

There are 10 to 12 companies that specialize exclusively in the manufacture and distribution of foods for therapeutic diets. Generally speaking,

there is a formula for those in this field. They have their own brand names. They cater to the low-calorie dieters (the obese and the diabetic), to the allergic, and to those whose intake of sodium is restricted. They are aggressive merchandisers, generous in supplying dealer aids. They detail and sample doctors, whose good will they consider most valuable. Most of them are both manufacturers and distributors, but there are exceptions. Dietetic Foods Co., Inc., for example, is a leading manufacturer but distributes its own foods only. All sell through health stores, but most are taking full advantage of the wider distributive channels opening up for them, and are particularly glad to sell through super markets.

Highly regarded in this growing industry is The Chicago Dietetic Supply House, Inc., manufacturer and distributor of a well-rounded line of products sold under the brand name CELLU. The company describes its "Corrective" foods as falling into three classes: Sugar and Starch-Restricted and Low-Calorie foods used in control of diabetes and obesity; Hypoallergenic foods used in the control of food allergies and sensitivities; Sodium or Salt-Restricted foods used in the treatment of certain disorders of the heart and kidneys.

Allergy Diet Foods

To a greater extent than most of its competitors, Chicago Dietetic keeps its markets separated and cultivates them aggressively. The firm's 15th edition cookbook featuring Allergy Diet Foods (for use in wheat-free, egg-free and milk-free diets) lists a wide variety of special-purpose foods, such as evaporated goat milk, soybean wafer, soy flakes, mull soy (a milk substitute), arrowroot flour, oat flour, potato starch flour—and dozens of other items. For those on salt- (sodium) restricted diets, the company offers 12 different kinds of unseasoned canned vegetables; unsalted soups and salad dressings; and such protein-rich foods as cheese, chicken, fish, peanut butter.

CELLU foods are promoted by mail; by magazine advertising (both professional, and food and drug trade publications); and by exhibiting at conventions.

Balanced Foods, Inc., New York, manufactures water-packed fruits and salt-free vegetables; sugar-free juices; low-sodium soups, meats, dressings, fish, cookies, etc., under its own brand name, and distributes non-competing dietetic foods of other manufacturers.

The company sells chiefly through

health food stores and furnishes various selling aids, including a consumer magazine with space for the dealer imprint, "Balanced Foods for Balanced Living."

Another in this group is American Dietetics Co., Inc., Yonkers, N.Y., manufacturer and distributor of what a spokesman for the firm calls "special-purpose" foods. Catering chiefly to diabetics and others on low-calorie diets, the company advertises in medical journals, including the *Journal of Diabetes*, and works closely with physicians, through personal contacts, sampling and direct mail.

Diet Dealer Aids

One of the most alert merchandisers among the specialists is The Dietetic Food Co., Inc., Brooklyn, N.Y., whose line, sold under the trade name "Diamel," includes baked goods, cereal foods, candies, flavorings, seasonings, puddings and gelatin products—almost everything a low-calorie dieter might need except canned fruits and vegetables.

The founder of the company was a diabetic, as is his son, William Kalmore, now president. Since it started in 1927, Dietetic Food Co. has expanded from catering to drug stores and health stores to widespread distribution in super markets, through which most of its present volume is now obtained. The company sells through wholesalers, chiefly specialists in its field.

The firm promotes its line aggressively, furnishing such dealer aids as window streamers, counter and window displays, newspaper mats (with amusing cartoon illustrations). A consumer booklet, "101 Tasty Miracles," contains not only recipes, and a listing of Diamel products, but also food values of commonly used table items, given in grams (proteins, carbohydrates and fats) and calories.

Despite the "specialty" nature of its line, Dietetic Foods hammers away at dealers, urging them to advertise and display, and aggressively seek the dieter's business. As an illustration, there was the cartoon strip advertisement in a drug magazine, showing four different sections in the drug store where a Diamel candy counter display might profitably be placed—candy, cosmetic, prescription and check-out counters.

It is somewhat of a paradox that the lion's share of the dietetic food business in the manufacturing end is going not to specialists, who produce such foods exclusively, but to canners whose chief market is the general public.



Got a moving
problem?

Fond
farewells—



are *certain*, when AMERICAN RED BALL moving specialists transfer home, office furnishings safely! Yet—the COST IS LOWER THAN MOST! Consult the yellow pages of your 'phone directory for your nearest AMERICAN RED BALL agent! FREE PERSONALIZED ESTIMATE!

Rely on **AMERICAN RED BALL**
TRANSIT COMPANY INC
PIONEER NATION-WIDE MOVERS

Let's Reconnoiter

Wonder why so many local advertisers choose WIOD consistently to air their sales messages to Miami, Dixie's newest Key Market?

Could be simply that these local boys... who are right here on the spot to check... know from their cash registers that WIOD does a better selling job for them than they can get anywhere else!

If you want to reconnoiter further before you buy... just call our Rep, your Hollingbery Man. He'll gladly give you a whole caboodle of statistics!



James M. LeGate, General Manager
5,000 WATTS • 610 KC • NBC Affiliate
National Rep., George P. Hollingbery Co.

Facts and figures are not available. The big canners, for whom salt and sugar-free lines are by-products (although important ones) are not talking. It is known that producing dietetic foods to be sold under another firm's label is a common practice. Some companies, which produce both for the public at large and for dieters, are now putting so much promotional effort behind their dietetic lines that one might almost assume they are no longer turning out their regular seasoned and sugared packs.

What Packers Think

The subject of dietetic canned foods is of interest to the entire canning industry. In 1941 National Canners Association polled 17 packers who were putting out 33 items in this category; in 1951 it counted 85 canners of 53 different fruits and vegetables — and the number has grown considerably since then. The association knew of five million cases of these foods packed in 1951, but admitted the figure was incomplete. There's a well-founded rumor that one company's output in dietetic foods alone now totals \$3 million a year.

One indication of the industry's interest in the subject is the issuance this year by the association of a 62-page booklet, "Dietetic Canned Foods," with detailed information on the use of saccharin and Sucaryl as sweeteners; on the canning of foods low in sodium; and on the labeling of dietetic foods.

Though it is impossible to tell how deeply entrenched individual canners are in this relatively new market we do have some yardsticks, such as their promotional activities, and the extent to which their products are found in the Dietetic departments of grocery and health food stores, and in drug stores.

Richmond-Chase Co., San Jose, Cal., was one of the first of the large canning firms to realize the potentialities of dietetic foods, and is now reaping the benefits of its early bid for the market. As far back as the early 1940's, the company was developing special packing processes and, working with doctors, invested time and effort in arriving at the proper analytical content of the items packed. Not neglecting the company's regular brand, "Heart's Delight," it has vigorously promoted the "Diet Delight" brand as well in such consumer magazines as *McCall's*, *Ladies Home Journal*, *Woman's Day*, *Family Circle*, etc.; and in technical journals read by doctors, dietitians and home economists. The "Diet Delight" line,

sold through food brokers, now enjoys wide distribution in all types of retail food outlets.

An attractive, 24-page booklet, "How to Diet Delightfully with Diet Delight," covers Low-Calorie Diets, Low-Carbohydrate Diets (for diabetics); and Low-Sodium Diets. It furnishes useful information on "The Basic 7" and on "Diet Patterns for Older People," as well as specific information for the three main classes of dieters whose special needs are met by the firm's products. For these last there are sample menus and recipes.

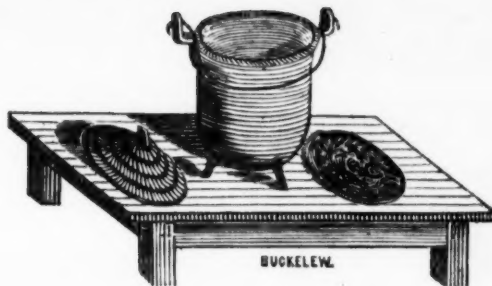
Pratt-Low Preserving Co., Santa Clara, Cal., also makes a strong bid for the patronage of dieters, with its Dietetic-Pack line of apricots, figs, grapes, pears, pineapple, fruit cocktail, peaches, asparagus, beans, spinach, tomatoes and other items. A 36-page cookbook, dedicated to the principle that "Eating can *still* be fun for people on restricted diets," has its recipes so laid out that they may be clipped (there are dotted lines) and pasted on 3" x 5" index cards.

New Brand Names

Other familiar brand names of canned foods often seen in dietetic foods departments are Flotill, Monarch and White Rose (Seaman Bros.). And, from specialty food packers, there are the Diet Pack soups of Dorset Foods, Ltd.; and several brands of tuna packed by Van Camp Laboratories.

Outstanding among firms catering to dieters as well as to the general public is Knox Gelatine Co., whose "Eat-and-Reduce" Plan booklet has been requested by more than a million readers of the firm's advertisements. It is offered, in a box, in regular consumer advertisements. As a special bid for the patronage of the overweight, the booklet was recently made the subject of a full-page advertisement in the *New York Times Magazine*, under the headline, "Free . . . The Book That Has Helped Thousands to Get Slim and Stay Slim." The illustrations were "before-and-after" photographs of women who had used the plan, with names, addresses, poundage and measurements down to quarter-inches.

Another manufacturer of a product in general use, now bearing down hard on the low-calorie theme, is Switzer's Licorice Co. The firm began to use this advertising theme in 1952, in such magazines as the *Saturday Evening Post*, *American Look*, *Ladies' Home Journal*, *Woman's Day*, *Family Circle*, etc. Response was so good that this year the term "Low Calorie Candy" is imprinted



THOUGHT FOR FOOD...

(and vice versa)

It was in 1841 that a subscriber to *The Southern Planter* sent in a description of this utensil for the proper cooking of potatoes. Today as then, readers of "America's Oldest Farm Paper" have proved an eager audience for advertisers of foods and kitchen equipment.

That's natural! Here in "Southern Planter Land" the art of good eating is a tradition. It is a tradition that *The Southern Planter* has not failed to nourish.

A recent Readership Survey shows that the Planter's Homemaking Pages get the close attention of the wives and daughters of 375,000 well-heeled farmers with a tradition of pampering their women-folks. This Survey showed another significant fact: While 93% of *Southern Planter* women read an article on Fashions, 62% of them also read one on "Soil Conservation". Farm women are full time partners in agriculture. While they may not run the farm, they frequently run the farmer who does! And vastly influence his purchases.

Advertising to women? Never "underestimate" these *Southern Planter* ladies either! Write to any of the offices below for figures to show you why it is wise to

Put "*The Planter*" In Your Plans

Southern Planter Building, Richmond 9, Va.
155 E. 44th St., New York 17
333 N. Michigan Ave., Chicago 1



Serving the Top Farmers at the Top of the South THE SOUTHERN PLANTER

America's Oldest Farm Paper—Established 1840

More farm families in this area read *The Southern Planter* than any other farm paper.

Don't Miss...

"When a Corporation Says Merry Christmas to its Friends."



(Part II of this issue)

This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

You'll find the answer to many of your own questions on what your own program should be. . . What other companies do. . . How much they spend. . . What they give.

Below is a sample of the questions answered by SM—based on confidential replies from executives in 1,311 different companies:

- How many give gifts • What they give • To whom • The price • Type of gift • How salesmen feel about program • Distribution and follow ups • Gift plans for employees • Most satisfactory gifts sent • Most satisfactory gifts received.

Over 500 Different Company Gift Ideas!

prominently on the candy wrapper. This season's advertising appears weekly in newspapers in 20 major markets, as well as in *Better Living*, *Everywoman's Magazine*, *Family Circle* and *Woman's Day*. Sales have increased materially, and the company is inclined to attribute this chiefly to the use of the new low-calorie wrapper.

Plenty to Read

Dieters crave food for the mind as well as for the body, and publishers are responding. If the amount of printers' ink devoted to dieting were an index, one might suspect that every literate person in the U. S. is concerned with the topic. (Translated works are successful, too; the phenomenon is not confined to this country.) The number of pamphlets, calorie guides and other literature distributed free runs into the billions. Even more startling is the extent of coverage in newspapers and magazines, and the long list of books on dieting and related subjects that are rolling off the presses.

Statistics are fantastic. The *Ladies' Home Journal* circulation topped five million in January, when the first of a monthly series on dieting appeared—despite the issue's rise in price to 35 cents, effective that month. More than seven million of Victor Lindlahr's books on dieting have been sold to date. One of the Gaylord Hauser books, "Look Younger, Live Longer" (Farrar, Straus & Young, \$3) has had a sale of 600,000 copies in the English version, and has been published in 10 foreign countries and serialized in 22 newspapers. More than a million copies of the pocket-size "Vest Pocket Counter" (Garden City Books, 35 cents) have been sold. Doubleday, of which Garden City Books is a subsidiary, is acutely diet-conscious, apparently counting that month lost when no diet book is brought out by the organization.

That it pays to "get there first" is indicated by the following buildup by Victor Lindlahr, whose slogan, "You Are What You Eat," is familiar to millions. Now celebrating his twenty-fifth anniversary by adding television (WNBT) to radio, he has long been an advocate of weight control. But it was in 1935 that he experienced the full impact of the appeal of the subject: an offer of a "7-Day Reducing Plan" at 25 cents (to listeners on two local N. Y. stations and one in Philadelphia) had 26,000 takers. Since then Lindlahr has made his "Reducing Party" an annual affair. The pattern changes from year to

year, but always includes chatty invitations to listeners to "join the party," to send in their experiences, and the offer of literature. The yardstick of success is the sale of literature, sometimes a booklet offered for as little as 10 cents (110,000 sold in 1950) and for as much as \$1 ("201 Tasty Dishes for Reducers," 52,000 copies sold in 1951). In all, three and one-half million persons have paid to join the Reducing Party. Lindlahr does well with his trade books, too: "Eat and Reduce," issued by Doubleday in a dollar edition in 1946, sold 50,000 copies; the pocket book version (35 cents, Perma-book) has gone through eight printings since 1948: the score to date 380,000 copies. Lindlahr's "Eat and Reduce" (Prentice Hall, \$2.50) was translated into four foreign languages; in Argentina it was credited with the all-time record in sales of a translation.

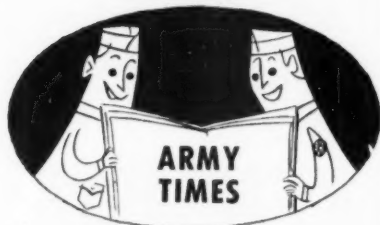
Elmer Wheeler, of "Sell the Sizzle" fame, has been very successful with his highly promoted "Fat Boy" books and related items. First came "The Fat Boy's Book" published by Prentice Hall in 1951, at \$2.50. In addition to its sales (100,000 to date) the book was syndicated serially in more than 350 newspapers, drawing more than 3,200,000 letters requesting a calorie counter offered free to readers. (A Chicago newspaper is said to have received 109,000 requests in one week.) A later book, "The Fat Boy's Downfall," also published by Prentice Hall at \$2.50, has had a sale of 25,000 copies.

Lots of Books

In the pocket book field, Avon Publications has recently brought out a 200,000-copy edition of "The Fat Boy's Book," and will later publish the "Downfall" sequel, each at 25 cents. Avon has had success with an amusingly illustrated "Fat Boy's Calorie Guide," a "miniature" pocket book (2" x 4" instead of the standard 4" x 5" size), and has sold 400,000 copies at 25 cents each.

A book easy to read, yet serious and sound, is "Reduce and Stay Reduced" (Simon & Schuster, \$2.95) by Dr. Norman Jolliffe, Director of the New York City Bureau of Nutrition. The book takes the position that dieting is the most important single thing that an overweight person can undertake to win not only better looks, but also better health and longer life, gives the "why" as well as the "how-to-do-it" of reducing. With little or no extra fanfare or promotion, Simon & Schuster sold 50,000 copies within a year after pub-

"LET'S BUY THIS"



SAYS THE GI
..TO HIS BUDDY



SAYS THE SKIPPER
..TO HIS MATE



SAYS THE PILOT
..TO HIS CREW

when they read
your ad in

**ARMY TIMES • NAVY TIMES
AIR FORCE TIMES**

The Network of Weekly
Service Newspapers

Market data book yours for
the asking at nearest office.

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Tokyo
London

New York
San Francisco
Chicago
Paris
Frankfurt



lication. The magazine *Family Circle* announced in its May issue that it had sold more than 40,000 copies "since its publication a few months ago," of a 100-page book, also by Dr. Jolliffe, "Family Circle's Reducing Guide," at \$1 a copy.

Dr. Jolliffe, one of the foremost nutritionists of our era, has had a great deal of influence on the trend toward weight-consciousness. Among other things, he has popularized the term "appestat" now widely used to describe the mechanism that controls the appetite. His theory is that this mechanism gets out of kilter, permitting a person to overeat; and that the overweight person must restrain it to function properly, so that he will not eat more than is required to maintain proper weight balance. (The makers of appetite depressants are happily broadcasting that the use of these products will bring the appestat back to normal function.)

Cookbooks for Reducers

There is a long list of cookbooks for reducers, and for those who must follow other therapeutic diets (allergy and low-sodium). Typical of the books for reducers is "The Low Calory Cookbook" by Bernard Koton (Random House, \$2.95), 29,262 copies of which have been sold.

There's reason to believe that articles on diet are today's top circulation builders. Since January of this year *Ladies' Home Journal* published each month a "personal experience" diet article.

That women's magazines should offer diet information, menus and recipes, seems only natural. But others are also taking this road to mounting circulation. The May 16th issue of *American Agriculturist* devoted its front cover to an article, "Want to Reduce?" and a diet plan.

"WE'LL BUY THIS"



say Air Force families
In Great Britain, Europe & North Africa.

when they read
your ad
in



The circulation and readership of **AIR FORCE DAILY**, published from London 5 days a week, parallels exactly the sweep of AFEX (Air Force Exchange) System throughout United Kingdom, Europe and North Africa. **AIR FORCE DAILY**, at one low cost, functions as both your consumer paper and your trade journal within the entire AFEX orbit, a \$50,000,000 sales target.

Full market and "How To Sell" details are yours for the asking.

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ARMY TIMES PUBLISHING CO.
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Chicago
Paris
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a great gift idea! | smart lamps for the office or home

... with the revolutionary new Brewster shade of seamless, washable, durable Bil-lite.

All these lamps are supplied with Brewster shades in stylish dapple tones of grey, red, green or white, to suit the decor of any office or any room.

Wholesale discounts on quantity orders. Why not order a sample lamp at the special price shown under each picture.

Here is a really unusual and useful gift to make the hit of a lifetime with your customers, prospects, or associates.

We will be glad to send you full information.

Brewster Handcraft Industries, Inc.

Lyme, Connecticut

SHOWROOM —
Suite 16A, Hotel Shelton,
49th Street & Lexington Avenue,
New York City.
Phone ELdorado 5-3581



A very unusual, very personal gift

This beautiful lamp is available without the bronze figure for your customer who has a treasure to display — be it a trophy, heirloom porcelain, or a plant in a favorite bowl. Or, if you have a figure of your "trade character" in ceramic or metal, what a wonderful idea to make this handsome gift a long-lasting reminder of your product. Over-all height—28" with 16" Brewster shade. Toggle bolt for fastening object included. Retail price \$28.80 (figure not included). Special sample price: \$19.20.



Smart black tripod lamp

This striking lamp, like the one illustrated at the left, can be used plain or with a potted plant, or your customer's prize possession... or with your own "trade character" reposing on the base.

Over-all height—28" with 16" Brewster shade. Toggle bolt for fastening object included. Retail price \$28.00 (planter not included). Special sample price: \$18.95.



Old English parchment lamp

This is the most exclusive lamp you could possibly find. Each base is made of an original Old English parchment deed — not a replica — an original, hand-inscribed deed from the ancient archives of a London land office.

Over-all height—30" with 16" Brewster shade. Retail price \$32.50. Special sample price: \$21.50.

The obese are by no means the only target: In June and July of 1952, there appeared, on the subject of low-sodium diets, these articles: "If the Doctor Prescribes a Low-Sodium Diet," in *Good Housekeeping*; "Spice that Salt-Free Diet," in *Science News Letter*; and "Tips for That Salt-Restricted Diet," in *Today's Health*.

Look, which publishes diets and diet articles regularly, had this experience with "Diet and Look Beautiful," in its July 31, 1951, issue: On the 4th page of the four-page article (p. 95), in a box only 3/4" high, there was an offer of a diet in return for a self-addressed envelope. The day after the issue hit the newsstands, 1,825 requests came in; on the next day, 2,075; at the end of the third week, the total had mounted to 37,925; and by September 4, to more than 45,000. Two years later, requests are still coming in for that diet, offered in small space in an obscure section of the issue. This bears out a theory prevalent in publishing circles that women are more responsive to the idea of dieting for beauty than to the idea of dieting for health or longer life. Advertisers have reached the same conclusion (as

indicated by the illustrations which show slim girls in bathing suits) as the positive approach in selling low-calorie soft drinks and numerous other products; and pictures of unhappy fat people, as shown in Switzer's licorice candy and Ry-Krisp ("So . . . the pretty clothes don't

come in your size?") and other advertisements. Both men and women are victims of the delusion that "It (early death) won't happen to me," but embarrassment about one's bulgy looks is an ever-present irritant.

Summing up, there's a large avid audience for literature on dieting, in all forms. This audience wants information — the "how" and the "why" with sample menus and recipes and calorie count tables. It likes the information presented in human-interest style, but will read almost anything on the subject. Strongest appeals are those related to vanity rather than to health. Readership (or listenership) can be measured through response to offers of calorie guides, diet plans, etc. Free giveaways pull best, but those for which charges are made also pull very well indeed, when the value is there. In short, John Q. Public is dieting in a big way, and he goes by the book.

To the food industry all of this adds up to a trend that is of major significance. America's millions of dieters are now a big and "different" kind of market — a market in which some of the alert early birds are finding substantial profit opportunities.

Women are more conscious of color and style than men and can be reached by style and color appeals in merchandising. They have a sharper sense of social values, as indicated by extent and quality of material possessions, than do men. They want, for themselves and their families, possessions as good as or a little better than those of their neighbors.

—Selling Forces
By Donald M. Hobart
and
J. P. Wood

What we are doing to provide the shipping service you need

Your business benefits from an efficient, economical, nationwide shipping service. Railway Express wants to provide you with that service — and provide it swiftly, safely, dependably.

To give you this service, we have had some difficult decisions to make. To let you know what we have done and what we feel we must do is the purpose of this message.

Since World War II

All of our postwar efforts have been aimed at producing more efficient and economical operations. We have not, however, relied entirely on our own efforts. Outside engineering and management experts have been called in to help. With the efforts we have made, some important improvements in our operations have resulted. Four of these are of special interest to you:

1. To handle better the goods you ship by Railway Express, specially designed materials handling equipment has been installed in many of our important locations.
2. To get more shipments through our terminals faster, new work methods have been devised.
3. To give you better pickup and delivery service, new systems for routing and scheduling our vehicles are now in effect.
4. To reduce losses of and damage to shipments, new employee training and incentive programs have been developed.

Making Good Service Even Better

To improve operations and service even more, we now have in the field a specially picked, highly trained group of men called Supervisors of Service. By their on-the-spot work, these men cure service defects as they arise. They help shippers pack and mark their shipments better. They encourage Expressmen to handle pieces more carefully. They make sure that safe driving and working practices are followed. The overall Railway Express service has continued to improve

year by year since the war. It is our purpose to produce even better service.

What Good Service Costs

To furnish America with high-quality-for-all shipping service costs a great deal of money. The railroads that own Railway Express now have invested in Express Agency property and equipment many millions of dollars, and there is need for additional capital outlay.

Just as you do, Railway Express wants to continue operating as a self-sustaining, private organization. But, like many businesses, Railway Express has been faced in the postwar years with costs that have risen faster than revenues.

The Step We Had to Take

In order that Railway Express may continue as a private enterprise and maintain the service you want, revenues must be increased to the point that all costs are met. The most careful appraisal of our business proves conclusively that if we are to continue to give you the service you need, we must get on a self-sustaining basis. As you know, Railway Express has had increases in rates in recent years; but the increases have not been adequate to meet rising costs.

For all who care to study them, there are on file with the Interstate Commerce Commission detailed accounts of the Express Agency costs and revenues for a number of years. These data were the basis for our decision to petition for rates that will permit us to meet our costs. To help put Railway Express on a cost-meeting footing, the I. C. C. recently authorized certain increases in Express rates. These new rates went into effect on August 20, 1953. Your local Expressman can provide you with information about the new tariffs.

The Service You Want

To give you, and all of America's shippers, the fast, safe, dependable service you need — that is what every Railway Expressman wants to do. In the light of our improved operating conditions, that is exactly what we expect to do.



A. L. HAMMELL, PRESIDENT

RAILWAY EXPRESS AGENCY, INC., 230 Park Avenue, New York City

Slow Mail & Poor Service Make Disgruntled Salesmen

Hard on sales, too, says Papercraft. The company wants no "orphans" on its field force. So it makes a religion of one-day mail service to keep the men informed on orders, inquiries, service, deliveries. Long distance helps, too.

BY JOSEPH KATZ
President, The Papercraft Corp.

Orphans and salesmen have a great deal in common—or so thinks many a salesman working 1,000 miles or more away from the homey atmosphere and interested staff of headquarters. The home office? That's heaven where you can get all the help you need—and it's as far away as the pearly gates themselves.

"I'm a forgotten man," mourns the salesman with an orphan complex. "Fellows with territories close to home get more news, service, and attention than I." [Often, he's right.] "Why, I even have to pick up company news through my customers!" [He's not being overly sensitive; too many times he is caught in this embarrassing situation.]

While the far-afeld representative may not be as abandoned by his company as his mental attitude makes him believe, his morale can be badly undermined unless his company recognizes his problem and helps him to cope with it.

At Papercraft Corp., we cannot afford any "orphan" salesmen. They are not efficient enough. We attempt to make our Pittsburgh headquarters appear as close to the men as though they occupied desks right next to mine.

How It Works

We want them to know the home-office staff as they know their own folks; to be right on top of the news of what occurs there, and to be secure in the knowledge that Pittsburgh service and advice is at their elbow whether they are in Jacksonville, Fla., or Seattle, Wash.

How does Papercraft accomplish this? By a fast, efficient communications system.

The system covers 26 representatives. We have one representative who covers Pennsylvania, West Virginia, and Eastern Ohio. He bases in Pittsburgh, and comes in about once every two weeks for conferences.

The rest sell Ad Stik gift wrappings and accessories out of widely scattered cities such as San Francisco, Boston, Chicago, Denver, Indianapolis, and Salt Lake City. Most of these men visit Pittsburgh only once a year for the annual sales meeting. A few manage to make the trip more frequently—perhaps two or three times a year. Traveling far from home base, they might all believe themselves deserted at some time, were it not for our prompt communications system.

No Bunched-up Mail

Here's what every man can expect from it:

Letters and written data never reach him later than one day after they are mailed from Pittsburgh. All correspondence is stamped (regular, air mail, or special delivery) so that it arrives in accordance with this schedule. He is not haunted by a trail of mail catching up to him as he moves from town to town.

He also knows that this prompt service brings him copies of every customer letter and telegram that lands in the home office, and written versions of a buyer's personal visit or phone call to Pittsburgh.

He isn't left in the dark about order and shipping information, either. In the same fast mail pouch, he receives copies of invoices on the same day the customer receives them. He always has in hand a copy of the

order acknowledgment (which we make within 48 hours after an order is secured), along with the shipping date.

In addition to news about a specific customer, he receives up-to-the-minute production and shipping schedules. He is confident, therefore, when he tells a customer that a particular item can be shipped from stock immediately, or in a week or two.

Behind this speedy correspondence service is another factor to remind the representative that he belongs in the home office picture: He knows the people who operate the service, who pass the news on to him.

Each salesman is given an opportunity to meet home office people when he joins Papercraft. He is introduced to the supervisors, the credit manager, and the union's president. He is shown how orders are handled and records maintained. Along with the service he gets on the road comes the feeling of live, friendly people behind it.

Five Handle Job

A home office assigned staff of five is responsible for the service routine. They have a Daily Reading File. Anything sent in by a salesman is immediately routed to them, and it gets immediate attention.

There are times, however, when the swiftest of postmen can't help our men—and we know it. In such cases, we urge them to telephone Pittsburgh collect. Three or four calls a day from the West Coast are not uncommon. Such calls, made at a buyer's desk to get a quick answer to some question, boost sales and encourage our men.

Two other devices help traveling representatives feel a part of the Papercraft team. First, we issue frequent bulletins on important developments in the paper field. This background news gives them wide conversational scope as they talk to customers about our papers, foils, and ribbons.

Secondly, we use bulletins in informal surveys. For example, if Pittsburgh plans a new project, or display, the salesmen try it out on buyers, getting their reaction.

Underlying all Papercraft's efforts to make the men realize that they are never forgotten, is the feeling the men have—and like—that Pittsburgh keeps tabs on their whereabouts.

To keep us informed, representatives file a route list which covers at least the next three weeks of travel. They notify us of any change by mail

THAT'S COVERAGE!



Some coverage all right. But we can beat it in "Test Town, U.S.A." The South Bend Tribune has no blank spots in its coverage. It saturates the South Bend Metropolitan Area to the tune of 103.3% (yep, some homes even get 2 Tribunes)! No other medium reaches more than a small fraction of the families of this great market. Write for free market data book, "Test Town, U.S.A."

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

or telegram. This has two advantages:

The men who cover a "weak" area such as Idaho or Wyoming are convinced we are as interested in their problems as we are in the problems of the men in a heavily populated territory. Secondly, our customer service is improved. Since we know where to reach any man on a given day, the customer is sometimes astonished to find a salesman in his office within a few hours after Pittsburgh receives his inquiry.

We have a daily-report form which shows each day's calls made by representatives. Frequently, we send letters of "thanks for the nice hospitality extended to our man" to some of the names which reach us via these reports.

The form gives us a quick summary of activity under each customer's name ("placing order in ten days," for example). And the opportunity it offers for writing the "thank-you" letters is one way we can be sure no fake names creep into it.

With our system, we believe a salesman can be a million miles away from the factory gate and work effectively — because he knows he has a business home that cares.

If You Had No Textbooks . . .

India is on the threshold of large-scale industrialization in order to raise the living standards of its teeming millions. Qualified young men and women will be needed to operate a modern nation. To supply the managers, the University of Mysore organized, about 10 years ago, a College of Commerce. Today it has over 800 students.

The college now is appealing to Americans to contribute books for the library in a building now under construction. Urgently requested are textbooks on: salesmanship; sales management; advertising; psychology; economics; business administration; general management; public relations.

Used texts as well as new ones will be welcome. Mail your contributions to:

Ramnarayan Chellaram
Ramnarayan Chellaram & Sons Charitable Trust
Post Office Box 34
Bangalore 2
South India



WERE THEY SURPRISED! at what they saw at the opening sales meeting . . . and at the sales results they turned in.

RCA's Sales Engineers Set Records In "Space War" Contest

Like everyone else, RCA's Engineering Products wondered if its men would respond to a hoopla sales campaign. RCA took the plunge, came up with 186% of its highest quotas.

BY ROBERT LETWIN

You're dishing up pure corn when you approach sophisticated sales engineers with an incentive contest based on rocket ships and spacemen. Old-timers scoff at such a preposterous approach to industrial sales stimulation in 1953.

Believe it? Don't.

Just look at what a "Space War" sales contest—from February 1-April 30—did for Engineering Products Department, RCA Victor Division, Camden, N. J.: 186% of the heaviest quotas in its history.

Every sales group, every section, every division and every region went over 100% of contest quota. And goals were set 30% above regular quotas for what were normally the duller three months of the year. This year's quotas were twice as high as last year's.

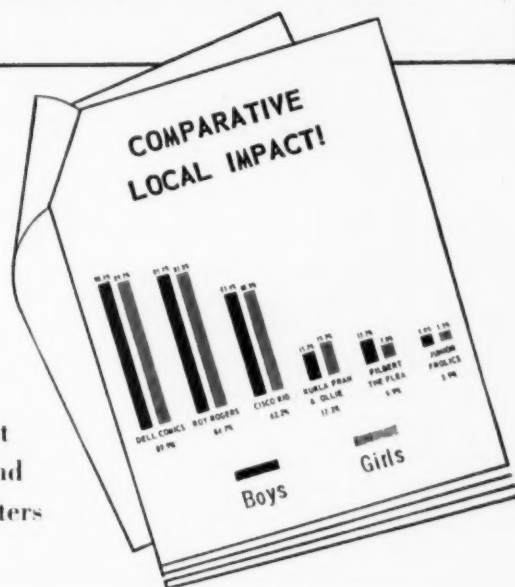
Dollar bookings were 27% above a successful contest for same period in 1952, and seven times greater than the first contest held in 1948.

Cost of the contest, steeped in cosmic rays and atomic disintegration, hit a phenomenally low .13% of sales—almost half of last year's contest percentage cost. At least one phase of the contest was too good to drop and is being carried over past the

Classroom study supervised by Norwalk Board of Education

measures tv, radio, and comic books effectiveness

A just-completed study done in the classroom under the supervision of the Norwalk Board of Education shows some startling facts about how to reach children. Covering every child in the third through sixth grades in the Norwalk, Conn. public school system, it demonstrates beyond the shadow of a doubt that Dell Comics are your most effective and most economical means for selling youngsters on your products. For example, it shows:



- ★ 93% of all Norwalk homes have TV...BUT an average of 14 top children's programs reaches only 38% of Norwalk children...an average of 18 top family programs reaches only 43%.
- ★ 94% of all children read comic books regularly.
- ★ Nine out of ten children read **DELL COMICS** regularly.

Send for a copy of the Norwalk Study today. It will open your eyes to many facts on the school-age market and how to reach it...media coverage figures that have never been successfully measured before...radio and TV audience figures

...listening, reading and viewing habits that point the way to greater sales for your products. Read the Norwalk Study, and judge for yourself how you can sell *more* kids for less money.

No other medium reaches so many children
No other medium reaches kids at such a low cost per thousand as...

DELL COMICS
Animateds
WALT DISNEY'S COMICS
LITTLE LULU
TOM & JERRY
LOONEY TUNES
NEW FUNNIES
Western & Adventure
GENE AUTRY
ROY ROGERS
LONE RANGER
RED RYDER
TARZAN

DELL COMICS

DELL PUBLISHING COMPANY, INC., 261 FIFTH AVENUE, NEW YORK 16, N. Y.
SEPTEMBER 1, 1953

three-month deadline. It will be in operation all year.

What is the force that drives sales engineers to out-produce their associates, to better their own best records, to cooperate with each other? How can one contest cover 22 separate sales echelons with product lines as varied as electronic microscopes and theatre seats, broadcast transmitters and 16mm projectors?

H. C. Elwes, sales co-ordination head, Engineering Products Department, uses a six-point formula to fire a sales contest. These words are the key to RCA's contest formula: surprise; corn; prizes; scores; pace; publicity. With this formula, the complete contest was planned, produced and announced in little more than two weeks.

1. Surprise: Details of a contest should not leak out in advance. To be successful, you have to hit the sales staff hard, unexpectedly. RCA's Space War broke at a regular annual sales meeting in January.

When salesmen returned to the meeting room after a short intermission, they were greeted with "news" flashes via a PA system. Flying saucers were sighted over Washington. Saucers from outer space were plotted right into the Warwick Hotel, Philadelphia, where the meeting was staged. Suddenly, a spotlight picked up a huge rocket in the center of the darkened meeting room.

Sales trainees, dressed in metallic space suits and firing "ray" guns (dime-store variety) came upon the scene. Flying saucers whizzed through the air (paper plates, covered with luminous paint) and were picked up by black-light spots. Toy rocket ships zipped along wires overhead. Space War was launched with drama and surprise.

2. Corn: Your contest can be corny, experience shows. Don't be guided away from corn by weak stomachs. Capacity of a sales force—even old hands—to assimilate unadulterated corn is inestimable. It's a temporary change in the approach to salesmen and it gives them something to talk about. As a result, more contest ideas crop up in their activities. Corn does not drive them to sell, but it's a promotional tool to spur salesmen to talk and think about the contest and its objectives.

How corny can you get? RCA gave each of its executives in Engineering Products Department a name connoting outer space. For three months it was not H. C. Elwes but Dr. Zarkov Elwes, not T. A. Smith (vice-president) but Buck Rogers

Smith, not W. W. Watts (vice-president) but Flash Gordon Watts. And the titles? Earth Emperor, Grand Chancellor, War Lord, Generalissimo, Flight Overlord! Everyone had a special name, and salesmen had spacemen classifications. Every region, group, section and division had a rocket designation in its contest name.

Goals for the contest were identified with the solar system. If a salesman reached no higher than 10% of quota, his echelon was "rockets grounded" and his rank "grease monkey." When he hit 30% of quota, he reached the Moon and was an "observer." At 60% of quota he was on Mars as a "rocketeer." With 80% of quota, Saturn was reached by a salesman turned "navigator." Pluto was the 100% mark and offered rank of "space pilot." "Flight commanders" were those who went over 100% and were "started for the Big Dipper."

3. Prizes: Sales dollar volume earned points toward prizes during the Space War. In addition, many products had special point values not related to dollar value. Prizes were RCA Victor products and merchandise from the catalog of Belnap-Thompson, Inc., New York City. Each salesman received a catalog, mailed to his home. Wives of salesmen received special promotional material—designating them "Hostess First Class." Initial mailing to wives included a score card for them to chart progress of their mates in earning points toward selected merchandise. Prizes were sufficiently varied to appeal to every household. Because an entire household could scan the catalog there was a great deal of pressure to earn contest points.

"Ground rules for wives of Space Cadets" told the distaff side to:

1. Keep cadet on superhealth rations—off atomic beverages.
2. Maintain rigid control of his time and space schedule.
3. Have uniforms and equipment ready for instant flight.
4. Enforce all standard police actions.
5. Set a big-dipper contest goal and follow all Space War reports closely until contest ends April 30. (Be careful not to allow Cadet's powerful hot air to confuse performance reports.)

4. Scores: Distribution of ratings is one of the leading incentive forces in a contest. Nobody wants to make

a poor showing. Competitive performances against quotas were shown for every group, section, division and region. New scores were issued at least once a week during the contest. Ratings of each man and sales unit were charted in regional offices, were mailed to each salesman's home, posted in all offices and circulated to top company executives.

Because of wide distribution of ratings, pride and human nature force salesmen to work hard whether they seek prize merchandise or not. They cannot afford to be at the bottom of a widely circulated list—especially with top executives noting scores and wives and children counting points toward gifts.

RCA's posting and distribution of score sheets, perhaps more than any other activity, injected drive into the sales force. Old-timers did not want to show to bad advantage against bright, young engineers. Younger men had to prove that they had the sales ability to stand up against the old hands.

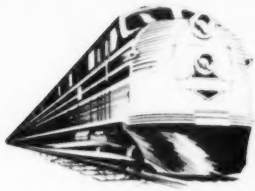
5. Pace: Contests can die on the vine if new stimuli are not frequently injected into the competition. Slow starters have to be given extra push. Top men need incentive for greater output.

RCA used three change-of-pace incentive techniques. Top salesmen during each of the three months received extra bonus points. Monthly bonuses were given to top men in each group, division, and region. Other extra points were given every month for the greatest percentage of improvement. This provided added incentive to slow starters to do especially well during the next month and to show up on top for that period. In addition, bonuses were given for hard-to-sell merchandise or items which had been neglected frequently.

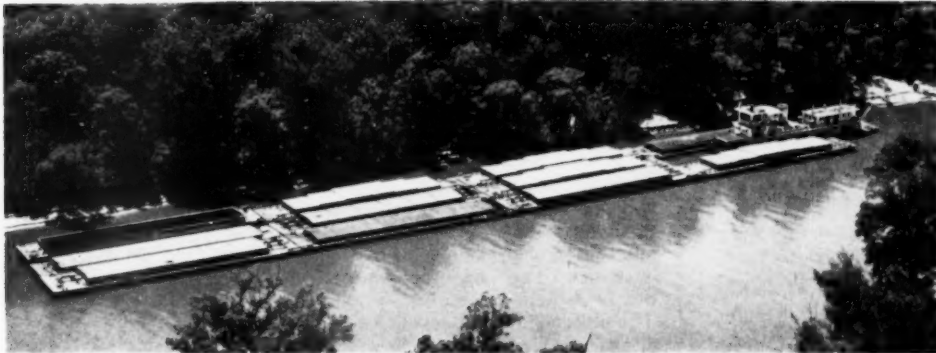
6. Publicity: Everyone has to become part of the contest. Each regional, divisional and section manager was given his own stationery for the contest, which had his photograph superimposed on a cartooned rocket pilot. His outer-space nickname was on the two-color stationery. This prompted sales executives who did not earn contest points to take active interest in the proceedings.

It flatters a man to send out bulletins with his picture on them. Additionally, no one wants to hold a stack of personal contest stationery which cannot be used three months later. Thus, bulletins were mailed in large numbers from every office. At least three bulletins a week were mailed to salesmen's homes. This heavy

WATER TRANSPORTATION



Also Serves Industries of BIRMINGHAM



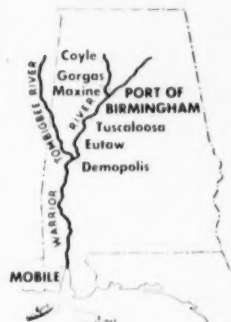
Tow of Steel Products on Warrior-Tombigbee River

INDUSTRY'S great growth in the Birmingham area—geographic center of the South—has made it the South's rail center and trucking capital. This district is likewise served by the Southeast's greatest inland waterway—the WARRIOR-TOMBIGBEE RIVER SYSTEM.

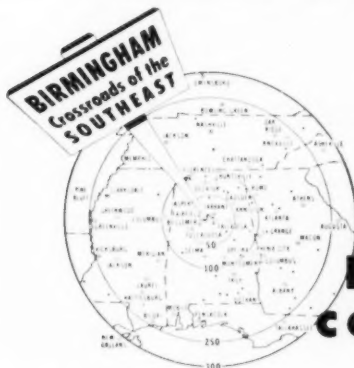
This great waterway, with a nine-foot channel to Mobile, extends 408 miles from Mobile Bay to the Port of Birmingham—18 miles by rail and highway from the city's limits. On it 20 barge lines move more tonnage than on all other coastal rivers in the Southeast combined.

Up this river system, many of the heavy raw materials used by Birmingham's industries are imported from foreign sources and the East and West coasts of the U. S. A. Down it flows a wide variety of this district's mined and manufactured products, bound for worldwide markets. Five-day service is available to Mobile; eight-day service to New Orleans. These ports connect with those on the great Gulf Intracoastal Canal and the Nation's largest inland waterways system.

ALABAMA'S WARRIOR-TOMBIGBEE WATERWAY



INLAND WATERWAYS CONNECTIONS



We invite your inquiry regarding the facilities and service available to you in the Birmingham District on the Warrior-Tombigbee River System and through its many railroad and truck lines. This Committee or any of the undersigned members will be glad to give you complete information at your request.

BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.

Executive Committee

Gordon Persons Governor of Alabama	Donald Comer Chairman Exec. Com. Avondale Mill	W. W. French, Jr. President Moore-Hendley Hardware Co.	Claude S. Lawson President U. S. Pipe & Foundry Co.	E. L. Norton Vice Chairman Gadsden River Newspaper Co.	Isadore Pritz President, Pritz	Frank E. Spain Attorney	John F. Urquhart President Woodward Iron Co.
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Have You Something to **SELL** to the OIL INDUSTRY

There's a \$2 billion a year market for equipment and services in the gigantic petroleum industry. Do your products have a place here?

The oil Producing-Pipe Line Industry uses everything from 5c bolts to \$500,000 drilling rigs. Don't overlook the remarkable sales possibilities in this lucrative market.

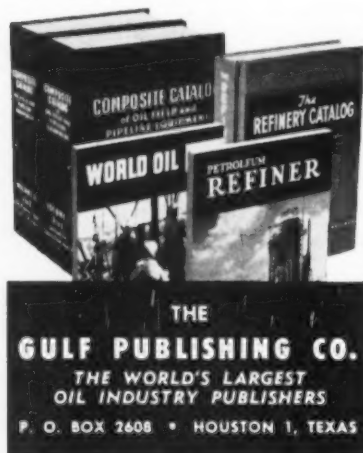
The oil Refining-Natural Gasoline-Petrochemical Industry requires everything from \$1.00 paint to \$1 million processing units. Capacity has increased 51.2% since WORLD WAR II. Just the maintenance expenses in U. S. average \$700,000 daily.

DO YOU HAVE A MARKET IN THE PETROLEUM INDUSTRY?

The world's largest oil industry publishers can tell you if your product has an outlet here. Gulf publications reach more than 90% of the key buying men. Annual Gulf reports give sales help information that spots purchasing power at all job levels.

NEW 1953 Market Data Books are now available... one for oil producing, one for oil refining. These valuable sales tools give latest information on how, where and what to sell to these specialized industrial markets. Sales approaches, equipment, services, are described.

Let us help you determine your potential share of oil industry business. Write today on your letterhead for your free copies of these helpful market data books. Address Dept. SM, Gulf Publishing Co., P. O. Box 2608, Houston 1, Texas.



publicity barrage accomplished what none of the previous contests had done. During last year's most successful contest—until Space War — 40% of total contest sales were recorded in the last week. This year, with the surprise launching of the contest, with a corny theme and heavy publicity, last-week sales were only 20% of total contest sales, but volume was still 15% above last year's final big week. Heavy selling was recorded all during the contest period.

More significant was the success of individual salesmen. No one scored less than 30% of contest quota. Only 10 scored less than 60% of quota and 16 scored between 60% and 100% of quota. More than 65% of all salesmen went over 100%.

Space War brought up the selling level of low men and increased the numbers in the middle range—where it counts. Top-notch salesmen led the field with or without contests. The object is to pull up the low producers and to stimulate the middle range of sales talent.

Sell Line Now

Of high contest value was the co-operation developed between product groups and individuals. In the past, salesmen in one product line seldom attempted to create openings for sales in another line. However, with the contest, the company awarded prize points to any salesman who made an opening for another product line salesman to complete a sale. This induced salesmen to survey carefully each account and determine which RCA products, in addition to those they sell, the customer could use.

Success of this cooperative effort prompted RCA to continue this phase of the contest throughout the year. While the main competition ended April 30, salesmen may still earn merchandise points by referring business to other product line salesmen.

While section and divisional managers are immediately concerned with engineering products, regional managers are concerned with all RCA product lines. Thus, the Engineering Products Department is in a sense competing with other departmental consumer lines for the regional manager's attention. The heavy in-company publicity and special "jug" awards helped to snatch executive time for the contest.

The "Jug" Award

An inscribed silver "jug" was presented to H. A. Renholm whose Chicago Region had the highest percentage over quota. Special "Oscars" were awarded to all other sales and regional managers because every echelon went over 100%, and to six top salesmen. Recognition, in the form of a constant flow of bulletins and inexpensive trophies keyed the campaign.

Special ground rules had to be developed for the contest, particularly in the Broadcast Division. Because many sales of broadcast equipment are contingent upon decisions by Federal Communications Commission, firm orders cannot always be placed. To give salesmen an incentive to go after this business during the contest, half credit was given for all contingent business brought in. In all other instances, firm orders had to be placed.

When a salesman hit 100% of quota, he received additional points for each performance percentage over his quota, with no maximum limitation. Merchandise value received by salesmen for points are added to their income for tax purposes. However, RCA paid the tax for the recipient at the normal rate deducted for withholding tax. This tax-free feature, while comparatively small for the salesman, had an excellent psychological effect. It was just one of the many features that creates a contest problem for next time.

COMING...

Our Salesmen Learn Faster
When They Say It on Tape

In Sales Management September 15

SALES MANAGEMENT

WHO . . . gets the orders?



You?

In a buyers' market, it's the company armed with vital sales and marketing information that usually walks away with the orders.



There are 113 IBM Service Bureaus. At least one of them is near enough to help your salesmen bring in the orders. Why not call now? The cost is modest—the results impressive.

The best way to put yourself in this fortunate position is to have an IBM Service Bureau furnish you regularly with comprehensive and detailed sales reports about products, costs, customers and prospects, territories—any kind of sales data that will put you and your salesmen in a better position to get the orders.



INTERNATIONAL BUSINESS MACHINES
590 Madison Avenue, New York 22, N. Y.

**IT'S AMERICA'S
Payload
FAVORITE**

Armour Star Ham Delivered by WHITE 3000
 DELICIOUS HAM... and many of the more than 2,000 Armour and Company products for home, farm and industry... travel from 14 Armour packing plants all over America, in a modern fleet of trucks... like this White 3000 engineered for extra payload.



NO WONDER White Trucks are America's payload favorite! It stands to reason that a quality truck engineered to your exact operating needs will do more work... cost less to operate... carry more of your payload... than a truck bought "off the shelf."

Skilled White Representatives who know trucks will enable your truck operations sensibly, help you get the most out of your present equipment,

then project your needs in exact terms of your operating requirements. You know in advance what your White Trucks will do... how much they will save you... how much more they will earn for you.

See your White Representative without delay. America's payload favorite is your best way to carry more... earn more, today and for years to come.

THE WHITE MOTOR COMPANY • Cleveland 1, Ohio



FOR MORE THAN 50 YEARS THE WHITE COMPANY HAS BEEN



For Your Replacement Engine Needs... WHITE MUSTANG POWER

MUSTANG what is really new in truck power! White Mustang Power, with more power per pound, makes possible greater earning power... maximum payloads... plenty of power for tight schedules, hard runs.

Get Facts About WHITE MUSTANG POWER From Your White Representative

WHITE'S TRUCK ADVERTISEMENTS rack up a lot of mileage—through prospect country. By merchandising a truck "case history" to branches, distributors and dealers, White is able to capitalize on one advertisement in three ways.

How White Triples With a Single

Advertising, by itself, has to work long and hard to precondition a man to say, "When I'm ready to invest \$50,000 in equipment, I'm going to buy that kind."

That is why The White Motor Co., Cleveland, O., builder of heavy trucks and busses, goes to considerable trouble to capitalize on advertising by hurling it all the way from the pages of *Business Week* down through the company's branches, distributors, dealers and prospects. R. A. Fryer, White's sales promotion manager, calls it a "triple play." You may find the strategy of interest, especially if your products come under the heading of "costly."

Each month White's regional man-

agers recommend a particular account which they believe should be featured in advertisements. The account must be a heavy user of White trucks, such as Armour and Co., which uses a fleet of "White 3000" trucks. The company then approaches Armour and obtains a case history of the performance of the truck. It becomes the "Truck of the Month."

You will then see the "Truck of the Month" blossom, in four colors, on full pages in *Business Week*, *Commercial Car Journal*, *National Provisioner*, and *Food Engineering*. And you can read Armour's appraisal of the truck's performance. That is the first step.

The second integral feature of the

"triple play": Four-color postal cards, featuring the same "Truck of the Month" as shown in magazine advertisements, are forwarded to White branches and distributors. They are then mailed to a selected list of truck purchasers in the various territories. Addressees are the "important executives who make or influence truck purchases." There are four cards in a monthly series.

Finally, four-color, 25" x 30" posters, enlargements of the magazine advertisement featuring the "Truck of the Month," are sent to White service establishments, where truck buyers and maintenance executives will see them.

What is White's evaluation of the "triple play"? "The reaction of our branch managers to this promotion," remarks Fryer, "has been very favorable. It is evidenced by the fact that we have now received orders for this material from over 75% of our branches."

Fryer says that his department knows, from previous experience with similar promotional material, that the "triple play" helps the company's branches and distributors achieve *entrée* to similar accounts in their own territory. He concludes that "prospective accounts cannot fail to be influenced by the fact that an impressive number of nationally-known firms are successfully using our equipment."

But the monthly campaign would sag in the middle, Fryer thinks, if the promotion were allowed to rest there. One more spoonful of salesmanship is necessary, and it is plainly stated in instructions sent to branch managers and distributors:

"This is a co-ordinated, hard-hitting sales promotional campaign that will increase your sales and profits if you follow up with personal calls the names on the postal card mailing list for your territory. It's up to you."

For commodities where substitutes are readily available, it seems that continued advertising expenditures by a significant segment of such an industry are necessary if sales or consumption are to increase or continue at a high level.

**C. H. Sandage in
"Changing Perspectives
in Marketing"
Edited by Hugh G. Wales**



DON'T SELL THE LADY SHORT!

For the lady holds the purse strings . . . Time was when financial advertising was beamed toward men. Times have changed.

Now the lady waves the checkbook, signs the dotted line . . . holds the nation's purse strings. *So don't sell the lady short . . .* and here's why:

Women now own over half the shares of American Telephone & Telegraph and the Santa Fe railroad; nearly half of the Pennsylvania railroad, U. S. Steel and General Motors.

They own 65 per cent of the nation's mutual savings funds; are beneficiaries of 80 per cent of the 174 billions of life insurance in force today; control 47 per cent of *all* railroad stock and 43 per cent of *all* utilities issues.

Fact is—43 per cent of *all stockholders* in these United States . . . are *women!*

And in the multimillion dollar Chicago market, the best way to reach the lady with the *power-to-buy* is through the pages of Chicago's HOME newspaper . . . the CHICAGO DAILY NEWS.

The greater proportion of the Daily News circulation—more than any other Chicago daily newspaper—is concentrated among *upper-half families*.

CHICAGO DAILY NEWS

Chicago's HOME Newspaper with the *most valuable* circulation in the city.

JOHN S. KNIGHT, *Publisher*

DAILY NEWS PLAZA: CHICAGO 6, ILLINOIS

NEW YORK OFFICE:
9 Rockefeller Plaza

SAN FRANCISCO OFFICE:
Story, Brooks & Finley
203 Market Street

MIAMI OFFICE:
Male Printup & Associates
121 S. E. First Street

DETROIT OFFICE:
Free Press Building

LOS ANGELES OFFICE:
Story, Brooks & Finley
1651 Cosmo Street

Of the top **100** National

99 ran in

94 used

1 General Motors Corp.	\$20,251,551	18 Packard Motor Car Co.	2,800,214	34 Wm. Wrigley, Jr. Co.	1,803,929
2 Lever Bros. Co.	12,878,250	19 Swift & Co.	2,703,671	35 Radio Corp. of America	1,748,712
3 Colgate-Palmolive-Peet Co.	12,088,261	20 Gillette Safety Razor Co.	2,681,656	36 Ballantine & Sons, P.	1,744,917
4 Chrysler Corp.	11,702,787	21 National Dairy Products Corp.	2,648,329	37 Coca-Cola Co.	1,682,395
5 Ford Motor Co.	10,859,548	22 Quaker Oats Co.	2,614,988	38 Borden Co.	1,681,703
6 Distillers Corp.-Seagram's Ltd.	9,157,887	23 Bristol-Myers Co.	2,283,824	39 Hiram Walker-Gooderham & Worts, Ltd.	1,680,834
7 General Foods Corp.	8,112,999	24 Hudson Motor Car Co.	2,104,610	40 Goodyear Tire & Rubber Co.	1,675,175
8 Procter & Gamble Co.	7,973,507	25 Liebmann Breweries Inc.	2,054,746	41 Willys-Overland Motors Inc.	1,562,201
9 Schenley Industries, Inc.	6,354,098	26 Doubleday & Co. Inc.	2,054,197	42 McKesson & Robbins Inc.	1,523,246
10 National Distillers Prod. Corp.	4,610,218	27 American Home Products Corp.	2,030,730	43 Kaiser-Frazer Corp.	1,499,204
11 Standard Brands, Inc.	4,312,040	28 Time Inc.	1,973,208	44 Nestle Co. Inc.	1,484,158
12 General Mills Inc.	4,039,833	29 Armour & Co.	1,924,859	45 Glenmore Distilleries Co.	1,428,829
13 Morris & Co., Ltd. Inc., Philip	3,806,571	30 Nash-Kelvinator Corp.	1,919,984	46 Hunt Foods Inc.	1,423,849
14 General Electric Co.	3,709,415	31 Studebaker Corp.	1,904,828	47 Park & Tilford Distillers Corp.	1,408,053
15 Reynolds Tobacco Co., R. J.	3,331,311	32 Block Drug Co.	1,858,104	48 Publicker Industries Inc.	1,403,435
16 Sterling Drug Inc.	2,919,483	33 International Cellucotton Products Co.	1,854,324	49 Westinghouse Electric Corp.	1,393,037
17 American Tobacco Co.	2,905,659				

Newspaper Advertisers in 1952

New York newspapers, and

the New York News...

50 Standard Oil Co. (New Jersey)	1,372,527	67 Seven-Up Co.	1,088,131	84 National Biscuit Co.	949,271
51 Curtis Publishing Co.	1,371,047	68 Standard Oil Co. (Indiana)	1,074,286	85 Johnson & Son Inc., S. C.	948,419
52 Sinclair Refining Co.	1,330,824	69 Wesson Oil & Snowdrift Co. Inc.	1,070,398	86 Simoniz Co.	947,211
53 Heinz Co., H. J.	1,298,497	70 Socony-Vacuum Oil Co. Inc.	1,064,017	87 International Harvester Co.	912,605
54 Greyhound Corp.	1,281,192	71 Motorola Inc.	1,059,757	88 F. & M. Schaefer Brewing Co.	911,757
55 Eastern Airlines Inc.	1,248,145	72 Continental Baking Co. Inc.	1,049,226	89 Liggett & Myers Tobacco Co.	911,161
56 Admiral Corp.	1,236,847	73 Noxzema Chemical Co.	1,040,412	90 Warner-Hudnut Inc.	892,534
57 E. I. DuPont De Nemours & Co.	1,218,243	74 Consolidated Cigar Corp.	1,022,774	91 Pan American World Airways	892,298
58 Campbell Soup Co.	1,199,311	75 Brown-Forman Distillers Corp.	995,657	92 Scott Paper Co.	886,683
59 Prudential Insurance Co.	1,197,707	76 Carnation Co.	983,864	93 Rubinstein Inc., Helena	874,924
60 Union Carbide & Carbon Corp.	1,197,434	77 Pillsbury Mills Inc.	980,906	94 Mennen Co.	855,388
61 Avco Mfg. Corp.	1,182,726	78 Norwich Pharmacal Co.	978,210	95 Clorox Chemical Co.	852,201
62 Phillips Petroleum Co.	1,181,982	79 Institute of Life Insurance	976,808	96 Firestone Tire & Rubber Co.	849,959
63 Philco Corp.	1,136,055	80 Pacquin Inc.	975,852	97 Black Inc., Walter J.	836,286
64 Sylvania Electric Products Inc.	1,104,850	81 United States Rubber Co.	960,988	98 American Airlines Inc.	828,129
65 Thomas Leeming & Co. Inc.	1,093,854	82 Owen Nursery	954,329	99 Sun Oil Co.	816,294
66 Beacon Co.	1,088,152	83 Kellogg Co.	951,486	100 Plough Inc.	806,617

Of every dollar spent in New York newspapers
in 1952 by national advertisers... 36¢ was spent
in The New York News!



The News • *New York's Picture Newspaper*

with twice the circulation of any other newspaper in America...

220 East 42nd St., New York 17; 1127 Wilshire Blvd., Los Angeles 17

Tribune Tower, Chicago 11; 155 Montgomery St., San Francisco 4

10 Ways to Cut Your Risk When Test-Marketing

You're likely to have seven of them in every campaign, but there are three more you can not afford to ignore. A firm which has introduced 89 new products in 47 markets over the past six years takes you behind the test market scenes.

**BY PETER HILTON • President
Hilton and Riggio, Inc.***

Test-marketing a new product is like conducting the spring training period in baseball. Somewhere off the major circuits, you're taking the first agonizing steps which may lead to the pennant jackpot, or to the cellar position—and oblivion. It's the period of patient—and often impatient—preparation, of getting your strategy in shape to hit the big time. And the fact that you've been through all this many times before doesn't quiet the butterflies in your stomach.

You have your critics, as does a baseball manager; except in your case, they're the retailers. It is they who largely determine whether your product will appear to be worth buying. Just as in baseball, it's the customers who ultimately decide whether your product will be a money-maker.

Our Five Test Cities

Your choice of sales climate is as important for a test market as for a baseball training site. It can spell the difference between success and failure. In the last six years, during which Hilton and Riggio has introduced 89 new products for clients, we've worked with a great variety of climates—a total of 47 different test markets, ranging in population from 30,000 to 8 million. Gradually, we narrowed our choice to five.

Because we have invested considerable time and money in pin-pointing these ideal test cities we can't divulge their identity, except as to size and general geographical location. They are 250,000-500,000 population, located in New England, upstate New York, the Middle West, the deep South and near South.

Test markets are used, of course, for a variety of purposes such as testing one media vs. another, one type

of retail outlet vs. another; for copy slants, etc.

We don't maintain that these five test markets are the only *good* ones in the United States. We do believe that among the nearly 50 we have used these five, through repeated use, best satisfy the 10 requirements which experience has taught us a test market must possess.

Before going into the details of why Hilton and Riggio has chosen these specific five cities, let's examine a few statistics which will point up the chances you take when you introduce a new product. In a study we made not long ago, researchers came up with the surprising information that better than 98% of all new products introduced proved to be failures both from a marketing and profit standpoint.

These figures were fully authenticated by interviews with Dun and Bradstreet, the United States Department of Commerce, many trade associations and the trade press of various industries. Still we refused to accept them. Reasoning that much of the failure in introducing new products could be attributed to the fact that they were launched by inexperienced people or by firms ill-equipped financially to see them through, we determined to find the real answer.

Accordingly, we engaged the Ross Federal Research Corp., New York City, to make a study of new-product introduction. To our knowledge, this is the only survey of its kind ever undertaken. Researchers conducted a three-month study among 200 of the largest, most successful manufacturers of packaged goods—companies that presumably were best equipped financially and by experience

*New York City

to be able to launch a new product successfully.

Forty-four percent of those responding estimated that 10% or less of the new products placed on the market are successful. Another 44% believed that 11-25% make the grade. About 12% reported only 25% or more new products succeed. When you consider this record, remember that these companies had everything necessary—manpower, financing, know-how, trade and consumer acceptance.

Research into the cost of introducing new products was similarly revealing. Almost unanimously, manufacturers reported to our researchers that the cost of launching a new product runs higher than most companies anticipate: 77% said it costs more to "put over" successfully a new product than they had expected, only 6% said costs are lower. Additionally, 70% reported that it requires a longer time than anticipated. On the basis of these responses, seven out of 10 new products placed on the market will cost more and will take a longer time for successful introduction than the companies launching them expect.

The Biggest Fault?

With this information, we were not surprised by what the majority of manufacturers considered the most important single cause of failure for a new product: "Lack of a well-thought-out marketing program."

The second most important cause of unsuccessful introduction proved to be "lack of pre-testing of product with consumers." Because they bypassed consumers, manufacturers did not obtain such vital information as how potential customers rated the product in comparison with similar products on the market, the product's weakness, if any, its strong points and, in many cases, the exact *use* consumers would make of it. "Lack of market test" ranked third; "insufficient product research" fourth; "lack of pre-testing of packaging" fifth.

Specifically, for the five test markets we have selected, we have 10 requirements, seven of which are "constants" (virtually all advertisers look for these elements, or variations of them):



Sell the St. Louis Market the Way St. Louis Women's Clothing Stores Do

Leading St. Louis women's clothing stores
sold their share of the \$53,000,000
women's specialty clothing market in 1952 by
using 984,763 lines of advertising in the

ST. LOUIS POST-DISPATCH

the medium which gives you the most
thorough and economical coverage
of the St. Louis market

Circulation: Over 470,000 Sunday, Over 400,000 Daily

SEPTEMBER 1, 1953

NATIONAL ADVERTISING OFFICES

New York
521 Fifth Avenue, 17
J. V. AMBROSE, Manager

Chicago
Tribune Tower
E. M. ROSCHER, Manager

Florida
111 Lincoln Road, Miami Beach, Fla.
THE LEONARD CO.

PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco
625 Market St., 5

Los Angeles
520 W. Seventh St., 14

Seattle
603 Stewart St., 3

Portland
520 S. W. 6th Ave., 4

1. *A self-contained economy, well isolated:* The city must not be linked to the trading area of some nearby metropolis, which would affect consumer buying habits.

2. *Diversified population, well-balanced, of average cultural level:* You want to be able to gauge as wide a range of consumers as possible. At the same time, you want to expose your product to an audience which

will be typical of a given U.S. area.

3. *Average income:* Although this factor is always important — even with mass-consumer items — it's particularly important for products which are in the luxury or semi-luxury class, such as perfumes and jewelry. Obviously, a city with a much higher or much lower-than-average income could easily produce a distorted test.

4. *Average level of business activity:* As nearly as possible, the volume of business should maintain a plateau throughout the year, inasmuch as any seasonal deviations in either employment or production will be reflected in retail sales. In addition, the level of activity should be typical for the size of the city; for example, a city of 300,000 that has the business activity of a normal city of 450,000 can throw off your strategy.

5. *Well diversified industries:* If the city you select is tied to a single industry it may be a "boom" town, and consequently it will enjoy abnormally high retail sales. On the other hand, if this industry hits a slump or suffers a strike, retail sales will plunge.

6. *Suitable distributing outlets:* You should have a wide range of all types of outlet for your product. If it's a packaged food, for example, the city must have national and independent chain food stores, super markets, neighborhood retailers, etc. In addition, it should have a number of established, reliable food brokers and available warehouse space.

7. *Cooperative advertising media:* Willingness on the part of local media to provide you with special studies and to help you with your merchandising can sometimes make or break your campaign.

In addition to these seven "constants," we have found three other factors of great importance, which are often completely overlooked:

1. *Compact boundaries for sales efficiency and frequent sales checks:* With well-defined boundaries, you can more easily achieve distribution over a geographical area. You know that because your distribution will stop within certain boundaries, your transportation and other costs will be lower during your introductory period. And you will be able to make frequent checks on sales at a minimum of time and cost.

2. *Representative average sales per family:* The buying power of the average family in your test cities should be projectable to the nation as a whole, or at least to the particular region in which the cities are located. If the amount of money they have to spend is below the national average, this will be reflected in lower sales of your product and will give you a dim view of the future for your product; if the sales level

Color Ads for Toilet Goods Get Doubled Readership

In the important "read most" factor, two-color advertisements (black and one color) in magazines score more than twice as high as black and white advertisements, J. Walter Thompson Co. has found in an analysis of readership reports by Daniel Starch & Staff.

The study covers women's readership of several hundred toilet goods advertisements in one-half and two-thirds page sizes in nine magazines, and men's readership of the same insertions in eight magazines. It was made for Thompson's client, Chlorodent tooth paste, of Lever Brothers Co.

Among women, an average of 19% "noted" all these advertisements—both in black-and-white and in color. The "seen-associated" factor (remembering an advertisement and associating it with product) averaged about 17% in black-and-white and 18% in color. But whereas "read most" averaged only 3 1/3% in black-and-white, it was 7 2/3% in color.

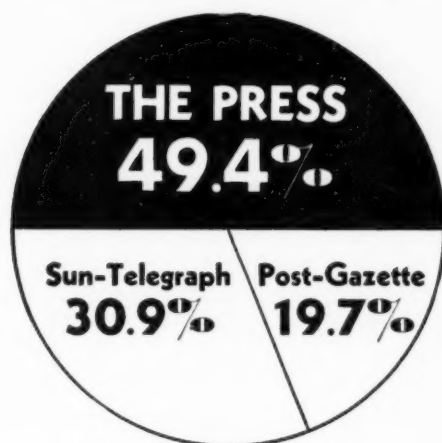
Among men, the contrasts throughout are more marked in favor of color: "Noted" averaged 12% in b-&-w and 17% in color; "seen-associated" was 10 and 15 1/2%, and "read most" 2 and 5%.

Specific figures for individual magazines covered are:

	Black and White				Two Colors			
	Seen-Asso-Read		Noted		Seen-Asso-Read		Noted	
	# Ads	%	%	%	# Ads	%	%	%
Women								
Cosmopolitan	25	28	28	7	8	37	36	14
Farm Journal	18	22	19	4	6	4	4	1
Good Housekeeping	69	19	16	3	10	23	21	18
Journal	94	13	12	2	7	22	19	5
Colliers	50	15	13	2	19	10	9	3
Life	179	14	12	3	45	11	10	3
Parade	13	35	33	4	7	41	40	13
Saturday Evening Post	87	11	9	2	36	13	11	5
Look	94	15	14	3	19	14	14	7
Men								
Cosmopolitan	25	9	7	2	8	14	13	4
Farm Journal	18	11	8	1	6	18	17	6
True	26	20	18	4	6	21	20	9
Colliers	50	13	11	2	19	20	18	7
Life	179	9	7	1	45	16	14	3
Parade	13	15	13	1	7	19	18	3
Saturday Evening Post	87	12	10	2	36	16	14	5
Look	94	9	8	2	19	11	10	3

For complete discussion of newspaper color see Sales Management, August 15, p. 73.

Pittsburgh Advertising Linage Report—1st 6 Months 1953



← Total Advertising Volume
1st 6 Months 1953



The Pittsburgh Press

(a Scripps-Howard Newspaper)

**Continues Stronger Than Ever, (backed by 46 Years of Leadership)
with 49.4% of Total Pittsburgh Advertising Volume . . .**

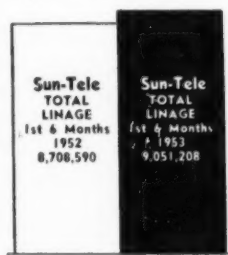
AND ONE OF THE LARGEST GAINS IN ANY SIX MONTHS PERIOD IN OUR HISTORY!

PRESS GAIN
1st 6 Months 1953
662,370 Lines



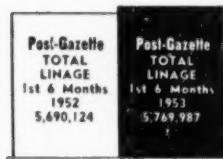
PITTSBURGH PRESS

Sun-Telegraph Gain
1st 6 Months 1953
342,618 Lines



SUN-TELEGRAPH

Post Gazette Gain
1st 6 Months 1953
78,863 Lines



POST-GAZETTE

• “All Ways” Number One in Pittsburgh

• Because ALL Advertisers and Readers Hold The Pittsburgh Press in High Esteem...it has long been Predominantly Number One in Pittsburgh:

- in Circulation
- in Total Advertising
- in General Advertising
- in Automotive Advertising
- in Retail Advertising
- in Classified Advertising

runs higher than the national average, you will get an excessively rosy picture.

3. *Thorough advertising coverage at reasonable cost:* All major media should be available at the local level—not only newspapers, radio and television, but outdoor and transportation advertising, too. Each medium should blanket the community, so that you will be able to get your message before large numbers of consumers, at a cost that is not prohibitive.

Perhaps the greatest advantage our test markets have is this: They have not been over-tested. Some advertising men insist that a test market have a proved record. We disagree with

this, on the basis that through repeated exposure to the promotion of new products, retailers often become lackadaisical in their cooperation—in their own words, "We resent the role of human guinea pigs." Even consumers who live in a much-tested market become surfeited by watching the parade of new products. For these reasons, it's quite possible that Hilton and Riggio will not use indefinitely these same five markets, but will switch to others as the occasion requires.

We don't always use all five cities in test-marketing a product. We often test all of them for an item which is intended for national distribution. Sometimes three or four of

the cities are sufficient. But for a regional product, we frequently find that a single city will give us the information our client needs. Restricting the operation to only one market, of course, holds down the cost considerably.

In one-market testing, you must be prepared for hazards, because of the amazing consumer variations posed by different geographical areas. A distiller, for example, should know that in Cuyahoga County, O., more liquor is consumed than in any one of 25 states. A coffee manufacturer must take into account the fact that Southern consumers drink 77% of their tea during the five warmest months. In the soft drink field, New York consumes more sparkling water (club soda, seltzer, etc.), than all the rest of the U. S. combined—54.4% at last count. And the Southeast and South Central areas, which house only 20.2% of the population, buy 38.5% of cola drinks.

In addition, the favorite size of package varies widely. Over the nation as a whole, 59% of root beer sales are in small bottles, for example. But in the South Central area, 95% of sales for this product are in small bottles.

It must be borne in mind that initial costs—for selling, advertising and promotion—will probably be extraordinarily high in introducing a new product. The whole idea, of course, is to relate promotion costs to sales, as quickly as possible. On a quick turnover product, such as breakfast cereals, this objective can be accomplished within a year. With a slow turnover item, such as honey, a much longer time is often required.

For products which have a fast turnover and are bought repeatedly, it is not unusual for promotional expense during the introductory period to be as high as, or even higher than, total sales volume. Even in the case of consumer capital goods which have a long life, the cost of introduction to the consumer market can be expected to be high.

Exactly how high these costs should be and how long they are justified are matters for individual determination. But they can be determined, and the potential value of each new user can also be worked out. On one product selling for \$1, it may well be worth \$2 or more to gain a single new customer; on another \$1 product, it may be unprofitable to spend as much as 50 cents to gain acceptance during the introductory period.

Test marketing is a new—and indispensable—science in the over-all field of advertising-marketing-selling. No two problems are ever identical.

(2) ASK ABOUT SHOPPERS' QUESTIONS

You might ask, "What questions are you getting from shoppers on this appliance?" When he mentions a question, ask, "How did you answer that question?"

Most shoppers who come into his store have given some thought to the appliance they came to see. They have read advertising, watched TV demonstrations, and have picked up questions they want answered.

When you find out that he is answering a question correctly, compliment him on how well he is doing. If he is off in his answer, correct him.

(3) CHECK THE SALES STORY BEING TOLD

This is rather simple to do. You might ask the salesman, "What do you tell the woman about the controls on this appliance?" Or, "What do you tell a shopper about freezing food in this refrigerator?"

You'll be surprised how you can help strengthen the stories being told. One simple way to make this check is to ask, "How many sales points do you cover on this feature?"

What do you tell a shopper about the Webcor tone arm?

How to Borrow And Apply Ideas

Can distributors and their salesmen profit by reading articles in business publications? N. C. Owen, vice-president, Webster-Chicago Corp., Chicago, believes they can. So he and his staff compiled and analyzed 85 articles, published them in a 280-page book, and gave it to the men at the 1953 Webcor Sales Seminars conducted in New York City, Chicago, and Los Angeles.

The articles relate to Webcor's sales problems. The marginal notes on each article point out the application of the basic idea in the article to a particular sales problem encountered by Webster-Chicago and its distributor management. The purpose: cross-fertilization of ideas from industry-to-industry and product-to-product.

"Each article," points out Webster-Chicago, "can be the basis of a sales meeting."

Additional copies of "Marketing Webcor Products" are available at \$10 each.

The Oregonian reaches MORE WOMEN...

than any other
selling medium in the
Oregon Market!



the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

FIRST

Retail Advertising
General Advertising
Classified Advertising

FIRST

Portland City Zone
City & Retail
Trading Zones
Total Oregon Market

229,004 Daily

289,542 Sunday

**BOTH DAILY
AND SUNDAY**



LUMBER DEALERS WERE STARTLED when they saw this display at the annual convention of the Texas Lumbermen's Association. It was the first time in the organization's 60-year history that plumbing fixtures had been exhibited.

So You're "Married" To One Type of Retail Outlet?

Maybe you'd do well to get a divorce. This Houston plumbing supply distributor found himself stuck on dead center with master plumbers, so he broke with tradition, went after lumber dealers. Today he's more than pleased with results.

BY RUEL McDANIEL

The problem: N. Merfish Plumbing Supply Co., Houston, Tex., 25-year veteran distributor, was hampered by trade tradition which limited expansion.

The solution: Pioneering a new outlet for plumbing fixtures.

An aggressive concern such as Merfish is hemmed in by limitations, voluntarily imposed and accepted by the plumbing industry. In Houston there are 24 plumbing supply distributors. By tradition and an unwritten rule of manufacturers, a plumbing supply house is expected to sell to master plumbers only—approximately 700 in Houston. Any expansion of business generally is frowned on by industry members.

Merfish was faced with a serious decision: to continue the same policies it had followed for 25 years and accept its share of business from the

usual outlets, or to break tradition, risk the animosity of the industry and create a new outlet for plumbing supplies.

Abe Merfish, sales manager, favored the latter step, and the rest of management consented.

His "secret weapon" was the hundreds of lumber dealers in south Texas, within 150 miles of Houston. They were among the most logical dealers in plumbing supplies, Merfish argued, because they furnished everything else that went into building or repairing a home. Logically, he reasoned, they ought to handle plumbing supplies.

Obtaining the "go ahead," Merfish discovered the type of lumber dealer he wanted to use as a guinea pig—an aggressive lumber merchant in a town of 3,000, within 40 miles of Houston.

The dealer was confronted with

this proposition: Stock a model line of plumbing supplies; display them where customers can see them; permit Merfish to help not only to set up the stock and display, but to sell it. After a reasonable trial, if the lumber dealer was not happy with the arrangement, all stock would be picked up and the deal would be forgotten.

For one year the Merfish organization worked with this small-town lumber dealer on the basis outlined. No attempt was made to sell any other lumber dealer. It had been decided that one dealer only would be set up during the first year, and this dealer would be the test of the new distribution idea.

At the end of the year, the lumber dealer's plumbing volume totaled \$15,000. It was one of the most profitable lines he had ever handled.

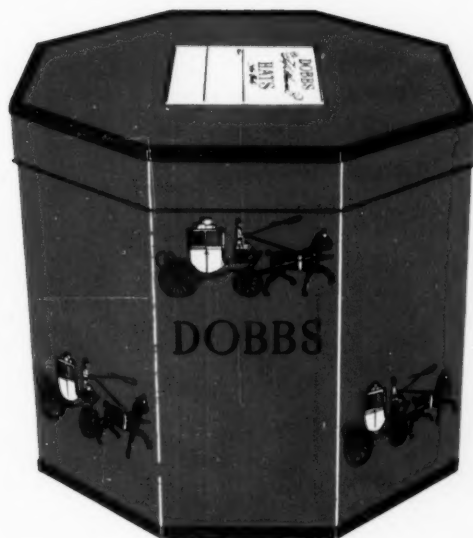
Then the company opened its campaign to induce lumber dealers to stock plumbing supplies, using the experience of the original dealer and the company as a basis for recommending stocks for new outlets. Merfish went into the field, called on lumber dealers exclusively.

About this time, the Texas Lumbermen's Association was readying its annual convention. Merfish Supply took a display booth to feature

GAIR FOLDING CARTON

solves

damage-in-transit problem



NEW PACKAGING GIVES FULL PROTECTION TO HATS

For well over a century, hatmakers packed and shipped in round or oval set-up boxes, made by hand. Though giving fair protection from external shocks, this traditional type of box couldn't keep the hats from shifting about.

Result: Damaged hats and dealer complaints.

Working with the Hat Corporation of America, Gair technicians jointly developed a 3-piece folding carton with an interior structure which anchors the hats in place — a safeguard against shifting.

Now Dobbs, Knox and Cavanaugh hats — to name just three — travel to the buyer unaffected by rough handling.

In addition, this new carton — striking in design, sparkling in color — is speedily set up by machine, eliminating slow, costly hand labor.

Gair is good at solving all sorts of packaging problems. Why not let us tackle yours? Check with your nearest Gair plant or write to our New York office.

Want a copy of our brochure on folding cartons? Write to Department 17.



Another plus for this Gair carton: 18 knocked-down cartons, ready for instant assembly, take up no more storage space than one traditional set-up box.



GAIR

FOLDING CARTONS
SHIPPING CONTAINERS
PAPERBOARD

ROBERT GAIR COMPANY, INC. • 155 EAST 44TH STREET • NEW YORK 17
SEPTEMBER 1, 1953

CUSTOMER WRITES:

"We have been very well satisfied with your long-range service, and definitely feel that it has been helpful in our sales planning."



Western Union offers tested Weather Forecasts

You can make or save money by making weather work for you. Accurate long range weather forecasts help you to plan and time your sales—purchases—production—inventory control—and advertising more effectively. Cooperating with famed National Weather Institute, Western Union provides scientifically based, time-tested forecasts. They range from one month to six months in advance, and can be pin-pointed to any desired specific areas.

For information and rates, wire or write to:

Director of Collateral Services
WESTERN UNION TELEGRAPH CO.
60 Hudson Street
New York 13, N. Y.

plumbing supplies for lumber dealers. It was the first time in the Association's 60-year history that a plumbing manufacturer or distributor had taken this kind of booth. It not only attracted attention of lumber dealers, but that of other dealers who sold to the industry. The plumbing concern got a great deal of publicity out of it.

Merfish immediately followed this display with a giant postal card mailing, addressed directly and exclusively to lumber dealers, which featured the "Merfish Plan." A reply coupon was part of the mailing. Returns furnished Merfish with more leads than he could follow up for several months.

Two months later the company made a similar mailing. This brought so many additional leads that it was necessary to hire a salesman to help Merfish. The new man, a veteran plumbing equipment manufacturer salesman, was skeptical of the whole idea—until he tried it for a week.

"We utilize strictly low-pressure selling," explains Merfish. "We don't expect—and don't want—to sell a lumber dealer on our first call. We want to get acquainted with him and see if he will fit into our program, while he is getting acquainted with our proposition. It required 13 calls to sell our outstanding dealer, and a sale made with less than five calls is frowned on. We don't feel that the prospective dealer can become well enough based in our program with fewer calls than that. If he doesn't understand the program, he will not make a profitable dealer."

So emphatic is the company that selling must be slow and low-pressure, that it pays the outside salesman straight salary and expenses. It does not plan to offer any kind of commission, or even a sales bonus, to men who sell to lumber dealers. Because the company is pioneering an entirely new field, it does not want any dealer to over-buy. It is a matter largely of education, rather than of selling.

The company ran into opposition at the outset. It lost one of its oldest sources of supply, because too much pressure had been brought against the plan by master plumbers.

In publishing a 52-page catalog, featuring plumbing supplies for lumber dealers exclusively, a number of plumbing manufacturers forbade the use of brand names, fearing retaliation from the trade. Some lumber dealers refused to consider the plan for the same reason.

Lumber dealers become customers on a selective, rather than on a selling, basis. The company will not consider a dealer who is not aggressive and who has not the facilities to display the plumbing line.

The basic stock for a lumber dealer may be as low as \$300, or as high as \$1,500, depending on the size of the town and the activities of the dealer. The average is approximately \$700.

The company sells all plumbing on a guaranteed return basis. In fact, the dealer agrees at the outset to permit the Merfish salesman to handle replacement orders on the basis of his own judgment. In return for this cooperation, the company picks up any stock that does not move and credits the dealer with the current cost price of merchandise picked up.

One year after completion of the experiment with the "pilot" dealer, the company had established 64 lumber dealer accounts. It had more than 100 leads, as a result of its direct-mail advertising.

Made Salesmen

"Salesmen are not born—they are made. In these days of highly specialized selling distributors have not kept abreast of this phase of endeavor. It is no longer acceptable or profitable to send a man on the street—ill-trained—with a price book. He can do nothing for himself or his customer. This is the age of go-giving instead of go-getting. The customer appreciates one's interest in his problems and will patronize a salesman who thinks first of his customer. All of us have been derelict in this phase of competitive selling." **Arthur H. Stein**, president, Yorkville Paper Co., at a recent New York City sales conference.

Merfish has experienced no slowness in collecting from lumber dealers, whereas the old-line outlets gave perpetual credit trouble. There are no cash accounts among the lumber dealers, and the company will not accept a dealer without good credit.

"We have weathered the storm of opposition from the trade," says Merfish, "and we definitely are established in the lumber industry as the lumber dealer's plumbing outlet. We believe, from our experience thus far, that within another two years our lumber dealer outlets will far exceed any volume we have ever done through old channels."

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Reprints may be ordered by number.

REPRINTS

278—What Distributor Salesmen Want Most in Meetings, by Louis H. Brendel. (Price 10c)

277—How to Determine If Your Product Can Be Sold Door-to-Door, by Norman Brucks. (Price 25c)

276—Why Price is 10th in Buyer Preferences, by David Markstein. (Price 5c)

275—It's No Time for Buck Fever When the Buyer Says, "How Much?," by W. C. Dorr. (Price 5c)

274—Babies Mean Business, by A. R. Hahn. (Price 25c)

273—Cost of Salesmen in the Field—Up 25% Since 1950, by A. R. Hahn. (Price 50c)

272—Ten Commandments for Salesmen, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Heller. (Price 5c)

270—Canoe Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a Half Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're the Man to Be Their Boss, by William J. Tobin. (Price 10c)

266—Westinghouse Sales Engineers: How They're Picked and Trained, by D. W. McGill. (Price 10c)

264—12 Types of Salesmen I Detest, by Henry Carlton Jones. (Price 10c)

263—How to Prepare a Salesman For Promotion to a Supervisory Job, by C. L. Lapp. (Price 10c)

262—Department Store Membership in 18 New York Buying Groups. (Price 35c)

261—Cost of Operating Salesmen's Cars Jumps 6 to 15% over 1950, by R. E. Runzheimer. (Price 10c)

260—Profit-Sharing Pool Puts Incentive Into Industrial Pay Plan, by A. E. Turner. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION—Survey of Buying Power, May 10, 1953. (Price \$1.00)

The INDUSTRIAL Survey of Buying Power—May 10, 1953. (Price 50c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

SHOP TALK—When the Call-Report Says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

New in the Distribution Scheme: the Ethical Drug Jobber, by Elsa Gidlow. (Price 25c)

Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

Hamm's Gains Ground in the Battle of the Beers. (Price 10c)

Farm Market Sales Tactics That Leave Quotas Far Behind, by A. R. Hahn. (Price 25c)

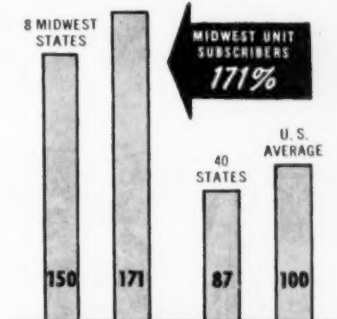
Skill Helps 'em Find It In The Telephone Book. (Price 5c)

How Today's Advertisers Rate Point-of-Purchase... A Report on POPAI Symposium. (Price 50c)

Do You Treat Canada as Just Another Export Market? (Price 10c)

Do Newspapers Really Sell National Advertisers? by James W. Egan, Jr. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

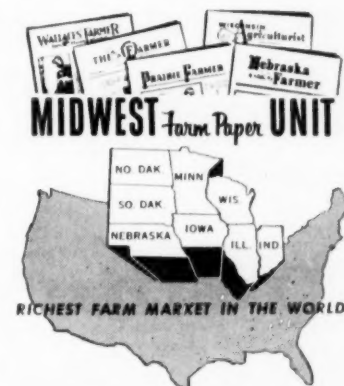


VALUE OF FARM PRODUCTS SOLD
(Average all farms)

In the MIDWEST
Farming is

BIG BUSINESS!

Incomes that are more than twice as high as those of farmers in the other 40 states make the 8 Midwest states your best market—and Midwest Unit Farm Papers your best media. Write us for a copy of the new special study by the U. S. Census Bureau and compare your sales with facts on income, investment and production.



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**New Conover-Mast magazine
—INSTITUTIONAL FEEDING &
HOUSING—reaches over 60,000
identified buyers in the worth-
while units of the multiple feed-
ing and housing market!**

Spectacularly successful Conover-Mast dealer-franchise circulation method reaches identified buyers only: Circulation is built, maintained and paid for by a national network of franchised food service equipment dealers. Their salesmen hand-pick names of individuals they *know* do the specifying and buying for the large restaurants, hotels, industrial cafeterias, schools, hospitals, and other institutions. This same circulation method has been used with outstanding success by Conover-Mast publications in other fields for over 25 years.

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Now, for the first time, you know you're reaching the buyers in the vast, complex institutional market . . . and you know you're reaching them in a publication they need and want. The new service offered by INSTITUTIONAL FEEDING & HOUSING has already been acclaimed by dealers and manufacturers throughout the industry. Rarely has a new trade magazine been welcomed with such enthusiasm.

Write us today for complete information. Ask about the special discount we're offering advertisers who start with the initial November issue.





AS OF TODAY, YELLOW IS "HOT": A Sears, Roebuck window capitalizes on the current yen for yellow. Outside the living room, yellow is now the Number 1 color. It leads in bathroom ensembles, is edging toward first place in bedrooms. Sears believes in "promotion names"—note the "Sunshine Yellow."

The \$64 Question: What Color Will the Consumer Buy This Year?

Just guess—and you'll pay for it! But observation of trends in consumer taste, study of sources of color influence, and sound research can combine to take most of the gamble out of the colors you choose for all the things you make.

It's not a matter of looking into a crystal ball nor of turning a color wheel. There's no guesswork in choosing colors which will sell in the mass consumer market. It's a systematic process which provides merchandise in colors the consumer has indicated she will buy. To achieve this result, there are five things to keep in mind:

1. Color as a factor in merchandising must never be underestimated.

2. Colors the consumer will buy can be determined with a reasonable degree of accuracy, year after year.

3. There are no *bad* colors. There is always a right color for the right item at the right time.

4. A color program must be sold to the retail salesperson as well as to the consumer.

5. All sources of information are helpful in selecting colors for the consumer, but the most important information comes direct from the consumer herself.

There has been a lot of talk about

color in merchandising in the last decade or so, when color became increasingly important in stimulating the sale of consumer products—from automobiles to pens. Some color "experts" make color appear mysterious; some so pseudo-scientific that many merchants are lost in the spectrum. And, of course, money goes down the drain every year because hunch and guesswork are used to determine the selection of colors for the market.

Actually, there is no color magic. Merchandising color is a systematic process which involves a specific market and determining which colors will move in that market.

At least that's the philosophy behind color selection for hundreds of products sold to thousands of mail order and retail customers of Sears, Roebuck and Co. Betty Schoenberg, National Home Furnishings Coordinator for Sears, uses a facts-and-figures basis to determine the colors which will sell home furnishings through approximately 600 Sears'

stores throughout the U.S. Sears Harmony House Program—which makes it possible for consumers to buy a wide variety of merchandise in matched or co-ordinated colors—was not of course a project developed overnight, but came into being only after a thorough research job had been done. The research began in 1944, when the sales records of the previous 15 years were carefully studied to determine consumer color choices.

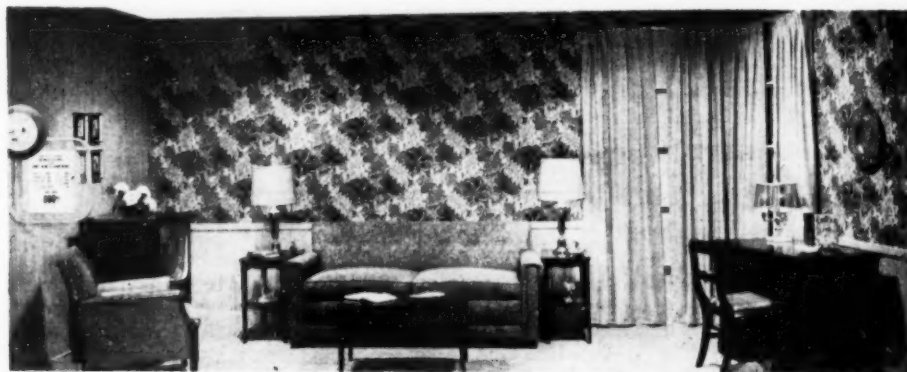
Before this program was initiated Sears had set up standards for color—for clearness, washability, and sun-fastness. Those standards come first, regardless of the choice of colors. The Harmony House Color Program which controls selection of colors from year to year—depending on reports of Sears' buyers and on consumer sales—is based on these standards.

Colors selected for any year are not pre-tested in the ordinary sense of the word. Rather, these are the colors that reports from hundreds of stores indicate the consumer will buy during a given period. Sears, therefore, does not pre-test the market for color, but "samples" it. A color is tested in small quantities in fabrics, for example; if the color moves, it is added to the Harmony House Color Program.

Periodic reports from stores to



BUYERS ARE MORE SOPHISTICATED TODAY: This Sears' bedroom is done in Malibu Coral, Dawn Gray, and chartreuse with accents of Mint Green. Such a room, only a few years ago, would have been acceptable to the "carriage trade" only. "Carriage trade" starts trends which become important later in the mass market.



HOW DO WOMEN THINK? Answer: in terms of a complete, attractive, livable room. Through Sears' Harmony House Color Program, housewives can select wallpaper, furniture, draperies and accessories, for exact match or pleasant contrast. This living room is worked out in a color scheme combining Spice Beige and chartreuse.

**An interview by F. C. Minaker with
BETTY SCHOENBERG
National Home Furnishings Co-ordinator
Sears, Roebuck and Co.**

buyers indicate how selected colors move. The buyer has freedom of selection within a wide range of colors. The choice is made easier and is likely to be more successful if he chooses within the limitations of the Harmony House Color Program, because the merchandise has greater sales potential when it "goes" with other merchandise in the same color family. Color in home furnishings buying at Sears is just another quality specification which adds value to the merchandise at no added cost to the consumer.

Selected colors in the program move at varied rates from year to year and there are shifts, of course, in the relative popularity standings. In one year, grey may move to first place;

in the next, green may take first place. In 1949 the leading colors in living room furnishings were:

Mail order: Wine; gray; beige; rose and green (both 4th place).

Retail: Gray; wine; mint green.

Until recently there was a variation in the selection of colors between catalog selling and retail selling. This has narrowed to the point where the mail order and the retail consumer are practically selecting identical colors. In 1953, for example, the choices of colors (by the consumer) for living room furnishings were:

Mail order: Mint green; gray; beige; brown; red.

Retail: Same as mail order.

Color choices in the Harmony House Color Program are reviewed at least every six months. Thus, from year to year, some colors will be dropped, some added. In 1949, for instance, four colors were dropped, three added. In 1952, another color was added. In 1954, three colors will be dropped and another added. These changes are all in keeping with the reports received regularly by Sears' buyers from catalog sales and retail outlets. In turn, these reports go to the color co-ordinator's department where they are analyzed in terms of sales (customers' preferences), variations noted, and trends considered. From these analyses, Betty Schoenberg can determine with reasonable accuracy the color trend for the forthcoming year.

Because of the wide area covered by Sears' merchandising activities, there is a genuine opportunity to learn whether geography has any effect on consumer choice of color. Reports indicate there is little varia-

COMICS THAT BUILD READERSHIP

7 DAYS . . .

Joe Palooka

Terry

Dick Tracy

Henry

Orphan Annie

Mark Trail

Pogo

Steve Canyon

Jiggs

Smiling Jack

Rex Morgan

Moon Mullins

Brenda Starr

Smitty

Dennis the Menace

There Ought to
be a Law

SUNDAY ONLY . . .

Carnival

Snookems

Katzenjammer Kids

Our Boarding House

Winnie Winkle

Sad Sack

Off the Record

Out Our Way

Popeye

ROP Full Color Available
Daily & Sunday

**BUFFALO
COURIER
EXPRESS**

Western New York's
Only Morning and Sunday Newspaper
REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT

As national home furnishings coordinator for Sears, Roebuck and Co., Betty Schoenberg is responsible for the company's extensive color program, decorating and furnishing model homes and preparing "room-of-the-month" promotional plans for Sears' retail stores throughout the U. S.

A native of Chicago, she joined the Sears' organization in 1946 following more than a dozen years in the home furnishings merchandising field.

Miss Schoenberg is a graduate of the University of Chicago where she majored in art history. She also studied at the Art Institute and at the Academy of Fine Arts, both in Chicago.



MISS SCHOENBERG

Among her avocations is the study of developments in the various fields of modern art.

tion. Popular colors are the same generally for merchandise whether it is sold in the East, the West, South or Middle West. However, color choices may not change as rapidly in some areas as in others. In the South, for example, the change in color is slower.

What about such factors as age and sex in relation to color choice? Neither has proved to be significant in the choice of color for the Harmony House Color Program. Such factors are not only difficult to determine with any accuracy, but are of so little importance in the over-all picture, that there is little justification for spending time and money on their possible influence in home furnishings.

Sears watches carefully the trends in "high-style" colors. What is high style today, may be in strong demand by the mass consumer tomorrow. For example, some years ago, the deep-tone colors in paint — green, burgundy, blue, brown and charcoal — were high style, and home furnishings magazines reaching the high-style consumer emphasized such colors for a number of months. Then these colors filtered down to the mass consumer market, with the result that living room walls throughout the U. S. have the deep-tone colors.

As the deep-tone colors took over the mass consumer market in the home furnishings field, colors in the

high-style field began to verge toward the middle range — between deep colors and pastels — except for deep green which in paints, upholstery and draperies is holding its own. This lighter range of colors has filtered down to the mass-consumer market.

Today, the high-style trend in home furnishings has swung about to the neutrals and definite pastels: black and white interiors picked up with persimmon or orange; beige picked up with a bright color. And pink kitchens are now a reality. A few years ago, pink kitchens would have been considered ridiculous.

This brings us to the question: What is a *bad* color? Betty Schoenberg says that there are no bad colors. There are only bad combinations of colors or bad application of color to merchandise. One might say that nothing in color taste is impossible. A few years ago for example, some color "experts" would have ridiculed the use of orange in living rooms. "Orange is out!" Yet this color, shunned for years, is today the "pick-up" color in many high-style living rooms. Any color, says Betty Schoenberg, is a good color, provided it is the right color for the right item at the right time.

What effect do "promotion names" have on color popularity? Does "Purple Heaven" or "Pink Reverie" or "Spring Green" sell merchandise? The "promotion name" stimulates

the consumer's interest, mainly because the combination of names may be new — and new things appeal to Americans. If she likes to keep up with the Joneses, Mrs. Consumer will want to wear or use something called "Pink Reverie." The important angle to the promotion name, however, is the *handle* it gives the merchandise, making it easier for those who sell it as well as those who buy it to differentiate the various shades of color. It is easier, for instance, to specify "Pink Reverie" in ordering a bedspread than to describe the color as "a cool, pastel pink, verging on bluish pink, with a delicate luster."

Since the variations in colors—the many hundreds of tints—complicate describing colors as they change in popularity, promotion names eliminate much of the confusion in matching or buying merchandise. In addition, promotion names differentiate the same colors—or much the same colors—handled by various firms. For example, "Malibu Coral" is a term or name used by Sears; another firm may call the same (or nearly the same) color, "Flamingo." The term, Malibu Coral further tells buyer or seller that the merchandise of this color is a Sears product.

Traditional White Out?

One cannot over-estimate the effect that the modern trend in living has had on the choice of colors. Modern architecture, with its open arrangement of rooms, has definitely had its effect on kitchen colors. With an open arrangement of living room and kitchen, the decorator must get away from the traditional white kitchen. In its place are natural wood cabinets and wallpaper. When paint is used, it is likely to be in pastel or neutral colors—possibly grey to match the living room. Thus there is a "flow" in decoration (color) from living room to kitchen, as distinguished from the previous use of all-white in a kitchen completely set apart from the living room.

The open floor plans in today's architecture indicated by picture windows and breezeways, further tend to bring outdoor colors into the living room. Beiges, terra cotta, and soft greens as color tones are used quite often, with pine or other wood-finish walls.

These are but a few of the trends that Sears watches in the month-to-month development of its Harmony House colors. In addition, the home furnishings magazines are always considered. In the days when the cir-



• there is no substitute
for the confidence founded on
recognized and merited

PRESTIGE

Behind a leading and successful scientist, invariably stand years of *experience*, of prestige that *only a proven record* can attain. Such prestige is earned by a radio station, too.

Beyond all *measurable* standards, WMC has merited, by its consistent policy of public service broadcasts, a listener loyalty, a public acceptance unmatched by any radio station in Memphis. Such acceptance is a plus value that can never be seen on a rate card, but is actually a plus that no other Memphis station can deliver.

"Dedicated to our listeners"



With this motto, WMC was launched more than thirty years ago. It is the constant credo of the station today.

WMC



MEMPHIS
NBC Affiliate 5000 Watts 790 K. C.
National representatives, The Branham Company
WMCF 240 KW Simultaneously
Duplicating AM Schedule
WMCT First TV Station in
Memphis and the Mid South
Owned and Operated by The Commercial Appeal



**We publish a newspaper that sells
a market of 1 1/2 million people
with 2 billion dollars to spend**

**our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa**

Omaha World-Herald

250,832 daily . . . 258,372 Sunday

Publishers statement for March 31, 1953

O'MARA & ORMSBEE, National Representatives

**Home delivered
in 1141 towns**



Sales Management
THE MAGAZINE OF MARKETING



(Part II of this issue)

116 Days 'til Christmas

But Time Now

**To Select Company Gifts for
CUSTOMERS • FRIENDS • EMPLOYEES**

**... This is the most complete col-
lection of Corporate Christmas
Gift Ideas and company prac-
tices ever made available.**

**You'll find the answer to many of your own questions on what your
own program should be. . . . What other companies do. . . . How
much they spend. . . . What they give.**

**Below is a sample of the questions answered by SM—based on con-
fidential replies from executives in 1,311 different companies:**

- How many give gifts?
- What they give?
- To whom?
- The price?
- Type of gift?
- How salesmen feel about program?
- Distribution and follow ups?
- Gift plans for employees?
- Most satisfactory gifts sent?
- Most satisfactory gifts received?

OVER 500 DIFFERENT COMPANY GIFT IDEAS

culation of popular home magazines ran only in the thousands, their influence on color trends was not too great. Today, with circulation in the millions, their influence on consumer taste cannot be overlooked. This is no overnight trend, but a gradual one which must be watched month by month to gauge the effect on consumer color selection.

Home furnishings magazines — especially those which appeal to the mass consumer — have also tied in with the big movement to "Do It Yourself" in all aspects of home planning from building to interior decorating. Stimulating this "Do-It-Yourself" trend are the new techniques of painting which make applying paint attractive to a broader market. Columns in these popular magazines, devoted to selection of paints, colors and techniques, have made the consumer more color-conscious.

All these factors — the trend toward the contemporary in architecture and in furnishings, plus the "Do-It-Yourself" movement, have had a tendency to increase the pace of color change. In the past, color in home furnishings changed slowly; today there is every evidence that the pace has been greatly accelerated.

When Taste Changes

In any event, taste in home furnishings is improving and, with it, there is better selection of color. This means that a program like that of Sears was started at the right time. It was early enough to act as a guide to consumer buying and now, established, is a continuing help for budget-minded people.

The products to which Harmony House colors extend are numerous. Included, of course, are such basic purchases as rugs, curtains and draperies. Also, in the color range are linoleum, tiles, paint, wallpaper, upholstery fabrics, towels, sheets and cases, bath ensembles, ready-made slipcovers, kitchen equipment (cabinets, etc.), and kitchen cabinets. Outside of the living room, where mint green predominates this year—as it did last year—yellow is the No. 1 color. In towels and bathroom ensembles, yellow is the color and it is edging fast toward the No. 1 place in bedroom furnishings.

In the more than 600 Sears' retail outlets that use the color program, it is not just installed and left to work by itself. All Sears' salespeople are given special training in the Harmony House Color Program as part of their general retail training. This training includes information on color

schemes, based on Harmony House colors, and instruction in the use of the Harmony House color guides to assist the purchaser in selecting coordinated colors. An integral part of this training includes a showing of the color film, "The Colors That Go Together." To keep salespeople and store managers informed, monthly promotions are planned for all stores around timely merchandise in Harmony House colors. These regular promotions are supported by displays and by a national mat service for local newspapers.

At no point in this program of training and promotion is color considered something mysterious and incomprehensible. Color is considered a merchandising factor, just as price,

style, quality, etc. are considered.

The purpose of the program is to offer the customer a variety of goods in a specific color range. This not only simplifies the job of Sears' buyers but it is smart merchandising since it enables the customer to enter any Sears store and buy related merchandise without difficulty. She can match what she has already bought in a Sears store, or she can start from scratch and buy furniture, rugs, paint, wallpaper, linens and kitchenware — all in colors that will harmonize, one with the other. Because of the co-ordinated color program, she has a better idea of "what goes with what" and the salesperson can supply her wants in the quickest most efficient possible way.

Sales Manager's Bird Cage



OVERDRESSED ORVILLE . . . The Preening Peacock

Spends more time polishing his mirror than polishing his sales presentation. No one likes to buy from this pompous fellow who is more interested in himself than in his prospects.

© 1953 William G. Damroth & Co.

RIGHT FROM THE HORSE'S MOUTH



'YONNE SAYS:

I've looked into all the MARKET DATA facts about METROPOLITAN NEW YORK and found Bayonne is typical in ALL major categories. Make your next TEST in Bayonne . . . it costs just pennies by comparison.

Send for the revised 1953 up-to-the-minute MARKET DATA FOLDER

"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

THE BAYONNE TIMES
BAYONNE, NEW JERSEY

Nationally Represented By **BOGNER & MARTIN**

transportation costs
adding up to headaches?

234799

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ FLEET RENTAL is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs TAX DEDUCTIBLE. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

TOWN AUTO RENTALS, INC.
401 North Broad Street, Philadelphia 8, Pa.
Market 7-7936

Backed by 32 years of auto service

64 Pct. Growth And Still Growing

*That's Orange County,
Center of a Seven-County
Central Florida Cattle
and Citrus Empire*

**All Circulation Records
Broken in Current Months**

ORLANDO SENTINEL-STAR

Morning - Evening - Sunday
Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney



THIS IS THE BIG IDEA: You buy a canvas with a picture outline. The areas are numbered. You find matching numbers on the paints which are part of the kit. You do the filling in. Shortly, to your own astonishment, and that of your friends, you have an "oil" that proves what you suspected all along: that you are a latent genius.

You, Too, Can Be an Artist!

Palmer's "paint-by-number" system is spreading like a prairie fire. In less than two years volume has hit \$10 million. Because it's based on man's yearning for creative expression, its promoter does not expect it to die a fad's death.

BY WILLIAM H. KNOWLTON

Only a few months ago oil-painting ranked far down on the hobby popularity scale. Today, hundreds of thousands of people are "expressing themselves" on canvas.

It's all the doing of the Palmer Paint Co., Detroit, a firm that has developed a "paint-by-number" system. The idea is still less than two years old but sales volume is running at the rate of \$10 million a year.

While children have "painted by number," using simple water colors to fill in drawings of simple subjects for more than 20 years, it remained for Max Klein, a graduate chemist who had just finished two years in merchandising research in the main offices of General Motors, to perfect the system, and relate it to the desire of countless individuals to become an "artist."

At least one customer has already made the grade. On October 20, 1952, the *San Francisco Examiner* reported: "Third prize in a recent art show here was won by an amateur who, unknown to the judges, used a Craft Master — a canvas with the scene already outlined so that all the "artist" has to do is fill in the spaces with oil. The judges are so embarrassed they won't even talk about it."

Today no one knows how many "Craft Master" and "Masterpiece" paintings may find their way into art exhibits — both amateur and professional—as millions of "painters" discover an outlet for their dormant creative talents in a new hobby. One New York department store is selling over 1,000 sets a day, and Gimbel Brothers, Philadelphia, have established a Craft Master department. The G. Fox store, Hartford, Conn., features a large alcove devoted completely to Palmer paint-by-number sets. Dealers throughout the country report Craft Master sets to be one of the fastest moving hobby items they have ever handled.

Sets are painted on military posts and on ships at sea. Patients in Veterans' Hospitals across the country demand increasing numbers of sets, and recreation chiefs call them "wonderful occupational therapy."

There are several reasons why the Craft Master system has outdistanced other paint-by-number systems which have been on the market for many years. First, the set is complete and ready to use. The Craft Master set (retails for \$2.50) contains a block of artist's canvas, with the picture drawn in and the areas numbered. The corresponding colors which match these numbers (there are as many as 45 colors in a box) are pre-mixed, so that the artist has no color mixing problem. All he has to do is to put the right colors in the right place. The box contains brushes and a palette.

After trying their wings, or rather their brushes, on a Craft Master set, customers often purchase the large Masterpiece set (retails for \$5.00). Subjects include landscapes, seascapes, animals, nudes and religious themes. Some sets have two smaller companion pictures, and make-your-own picture frame kits are available.

At the time Klein took over Palmer Paint Co., manufacturer of poster paints, it had three employees. It took courage to place the first order for 600 cardboard boxes a day, to make up the paint-by-number sets. The venture paid off, however. Today, the company has approximately 1,000 employees, who operate in two plants in the Detroit area and one in

**"... More than 6,000
of our employees
are now participating ..."**

MELVIN H. BAKER

Chairman of the Board, National Gypsum Company



"The Payroll Savings Plan for Bonds provides a convenient and profitable way for America's wage earners to save. Millions of Payroll Savers have become proud owners of homes purchased with Bonds bought this way. It also helps our national government with its problems of managing the public debt. We in National Gypsum urge the stimulation of the Payroll Savings Plan and are proud to report that more than 6,000 of our employees are now participating."

Here's another success story of a person-to-person canvass:

In the Wahoo (Nebraska) ordnance plant of the National Gypsum Company, employee participation in the Payroll Savings Plan was a very low 1.73%.

In September of last year, with the whole-hearted encouragement of top management, the 3,000 employees of Gypsum's Ordnance Plant organized to conduct a person-to-person canvass to put a Payroll Savings Application Blank in the hands of every employee.

90% of the employees signed up in the opening days of the campaign. By September 12th, employee participation was 93.7%. On October 2nd, participation was almost 97%—and still going up.

To quote from National Gypsum's printed report of the Payroll Savings campaign:

• "Did we use fancy charts! Did we use advertisements? Did we have long-winded meetings. Did we

give prizes for production? The answer is No! We put the proposition squarely to the people, and we reported to the people once a week in bulletin form to let them know where they stood in relation to other departments as well as to the plant total. Once the spirit of competition and teamwork caught fire, once it became a matter of personal pride; a successful conclusion was only a matter of time and effort."

Justifiably proud of its sponsorship of the Payroll Savings Plan and the 97% enrollment of its employees, National Gypsum Company prepared a very interesting folder, "Bombs and Bonds for National Defense. The Savings Bond Program of the National Gypsum Company." Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, Washington, D.C., will be glad to send you a copy. Read how easy it is to build your Payroll Plan to 90% or more participation.

The United States Government does not pay for this advertisement. It is donated by this publication in cooperation with the Advertising Council and the Magazine Publishers of America.

SALES MANAGEMENT



Why AMERICAN DECALS are No. 1 in your ad program....



Write for Free Brochure...

American Decal complete art and consultation service available without obligation. Write for full color brochure and samples.

American Decalcomania Co.

4344 W. Fifth Ave. - Dept. J - Chicago 24, Ill.
Mfg. Units - Chicago, New York, Cleveland,
Windsor, Ont., Canada

Ohio. New departments include research, promotion, advertising, public relations, and market research. The organization is staffed under the direction of George Moulthrop, president; artist Dan Robbins, vice-president; Forrest Clippert, vice-president and production manager; Ann Cyzenski, secretary and treasurer; Marvin Elson, sales manager.

When Klein was asked what he thought had made Palmer Paint Co. skyrocket from zero to a \$10 million volume in less than two years, he said, "Promotion." While competitors were content to make a few painting books for children, he explained, Palmer Paint put a powerful promotional plan behind what it considered a sound idea. Sizable investments in advertising and promotion have paid off in sales. Today distributors and dealers ask for more help—more ideas—more promotions.

How Distributed

Distribution of the Palmer Paint sets follows the conventional distribution of toys, hobby and craft items. The company sells distributors and jobbers at the usual trade discounts and these in turn sell paint stores, drug stores, variety stores, hobby shops. Department stores are sold direct. The company employs 16 salesmen, who cover the U.S.

Here are some activities which have contributed to the rapid growth pattern:

Advertising and publicity: In order to reach a mass market in carefully selected localities the company tested four-color advertisements in Sunday supplements of metropolitan daily papers. One of the first of these advertisements, run in the *Detroit News* for a department store, carried a mail order coupon. In addition to increasing store traffic, sales made by mail paid for the advertisement in the first few days. Similar results have been obtained in other cities.

Cooperative advertisements in daily newspapers have been run for department stores, with excellent results. Merchandising paper advertising has been extensive and consistent. Response from prospective dealers and jobbers has been strong.

With the growth of interest in painting by number, the newly established publicity department of the company is embarrassed by riches. On March 29, 1953, the *Detroit News Pictorial Magazine* featured a full-page story, "Painting by Number, Current National Craze, Started in Detroit." The story, written by Ed-

ward J. Beck, editor, states: "You have to go back to the days of miniature golf and mahjong to find a fad comparable to the current painting-by-numbers craze that is sweeping the Continent . . ."

Similar stories are cropping up throughout the country.

A high percentage of the paint-by-number addicts continue to buy pictures. Each box of pictures contains a descriptive folder of the complete Palmer line, in full color. By examining the various pictures, the artist can decide which one he would like to paint next. The folder contains information about the picture frames offered in separate kits. The company urges dealers to use this all-purpose folder for direct mail, and also as an over-the-counter handout for people who seem interested, but not quite ready to buy. This simple piece has been a big factor in building repeat sales.

To supply promotional ideas to the retailer the company publishes an external house organ, "The Craft Master Scene," which covers merchandising ideas, photographs of displays and sets in use by various types of individuals, new subjects, and letters from customers. Dealers are encouraged to increase floor traffic by using a demonstrator, supplied either by the company or the dealer.

They are given ideas for newspaper advertisements, setting up special departments, store displays, window displays, and displays in theatre lobbies. In connection with its expanded advertising the company is considering a series of radio and TV spots for use by cooperating dealers.

Who's the Artist?

It is the responsibility of Dan Robbins, 26-year-old artist, to select new subjects for pictures "with an eye to public demand." Religious subjects are popular, and children's sets are being increased to give merchandising a broader base. Many new adult subjects have a "foreign flavor," following the French modern schools which involves poster-like treatment in attractive colors. Some subjects—for example, "Three Kittens"—have literally hundreds of numbered areas.

Scoffers are inclined to point out that painting by number is a fad that will rise to a crest and fade away. Klein and his associates feel differently about it, and the answer can be found in the daily mail from "painters." These letters indicate that nothing is so powerful as a hobby that provides an emotional outlet for crea-

tive ability of every person.

At a company sales meeting last October salesmen were worried about what would happen after Christmas, when there was "sure to be" the traditional January slump. Klein reassured them that people who had received painting sets for Christmas would be jamming the stores for additional sets. And this is what happened. Late January shipments exceeded Christmas shipments.

Mail pours in to Palmer Paint every day, and an experienced staff is kept busy with suggestions from readers.

There are some complaints, of course, from people who think oil paints should dry in a few minutes, and from others who demand specialized subjects of their own choosing, but for the most part comments are favorable.

How Buyers Brag!

"Painters" tend to identify themselves with the great. From North Weymouth, Mass., comes the comment, "My wife and I feel like Da Vinci, Goya and Grandma Moses combined. Great fun—but my, what late hours!"

In Baltimore, housework seems to be getting the worst of it in the home of a lady who writes, "My home is disgraceful and I sit here all day and paint. Please send me a list of any new subjects you have."

From the frozen north at Gravelbourg, Saskatchewan: "My wife and I have just finished two pictures. With long zero nights and deep snows, these paintings have made life bearable this winter."

From the crew of the S.S. *Markab AD-21*, somewhere at sea: "We of the crew spend many otherwise dismal hours with these sets."

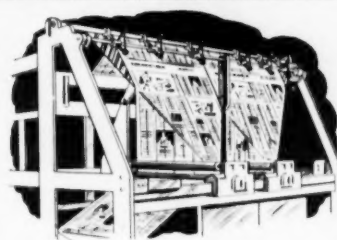
Sets are selling briskly in Canada, and Klein is in England, opening new markets abroad. In his absence his staff is working to develop his latest idea—paint-it-yourself portraits. The plan is to have the customer send in a photograph, together with a description of his coloring. For approximately \$20 the customer will get a printed canvas divided into color areas with the correct colors specified. He can then sit down and do a self portrait.

Klein expects that one of the customers who will be first to go for the new portrait angle will be the lady in Hartford, Conn., who has already purchased \$1,500 worth of sets.

You're Right!

"BALLOON" . . . the metal fold-former at top of newspaper press used to increase number of sections a press can print

**You're Also Right
When You Use
The CHRONICLE
To Sell Houston**



Because The Chronicle carries more exclusive general accounts and exclusive general lineage than the total of both other Houston papers combined.

- 175% more exclusive general accounts than both POST and PRESS combined.
- 208% more exclusive general lineage than both POST and PRESS combined.

Source: Media Records, First Six Months, 1953

Tested and Proved—Houston's Preferred Newspaper

40
consecutive years
of leadership in
both circulation
and advertising

If you enjoy reading these definitions of newspaper terms we will welcome your comments and contributions. Please address Promotion Department.

The Houston Chronicle

JESSE H. JONES, Publisher
JOHN T. JONES, Jr., President

R. W. MCCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

THE BRANHAM COMPANY—National Representatives



Stan Smith is manager of the apparatus advertising and sales promotion department of the General Electric Company. A native of Terre Haute, Indiana, Mr. Smith began his career in General Electric in 1936, shortly after his graduation from DePauw University. In January, 1952, Mr. Smith was named "Industrial Ad Man of the Year" by Industrial Marketing. In addition to his work with the National Council of Churches, he is an active member of the Scotia-Glenville board of education, and the public relations committee of the N. Y. State School Board Association. He is a member of Phi Gamma Delta, Sigma Delta Chi, Phi Beta Kappa and Blue Key.

J. Stanford Smith

"the advertising dollar sells hardest . . .

in the publication that does the best job for its readers. It's a fine thing to see both ABC and CCA members working harmoniously together in National Business Publications to increase the value of their magazines in both editorial and business departments."

—J. Stanford Smith

Since April, 1951, NBP membership has been open to both ABC and CCA audited publications. During this period the "paid" and "controlled" members of NBP have worked together in harmony to build better values for readers and advertisers alike.

This was a sound idea, and history has proved it—fast. In just 27 months NBP

has become the country's largest business paper association, with 147 member publications having a combined circulation of more than 3,400,000.

Stan Smith's thought, that advertising dollars sell hardest where the best job is done for the reader, expresses the purpose of NBP—and the reason for its rapid growth.



First for the Business Press

NATIONAL BUSINESS PUBLICATIONS, INC.

1001 FIFTEENTH STREET, N. W. • WASHINGTON 5, D. C. • STerling 3-7535

The national association of publishers of 147 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 3,440,542 ... audited by either the Audit Bureau of Circulations or Controlled Circulation Audit, Inc. ... serving and promoting the Business

Press of America... bringing thousands of pages of specialized know-how and advertising to the men who make decisions in the businesses, industries, sciences and professions... pinpointing your audience in the market of your choice. Write for complete list of NBP publications.

Eleven Questions People Ask Us About Couponing

If you have had no experience with couponing as a sales promotional device this primer, prepared by a specialist, will help you to decide whether you can use it with profit.

BY JACK HECHT
Western Empire Advertising Co.

1. Why should I use couponing?

When you want to increase sales. Experience has proved that a couponing promotion can increase sales rapidly. For grocery and drug products, couponing can be done at any time convenient to the manufacturer and distribution outlets, taking into consideration seasonal usage, supply and demand. Other uses for coupons include:

- a. Introduction of a new product into a market.
- b. Reviving a product that has been allowed to fall into neglect.
- c. Moving surplus inventory.

We have an interesting case history to illustrate the moving of surplus inventory. A national packer of foods over-processed on a crop. His inventory was too large to be moved by a reasonable increase in sales. He decided to dispose of it with a couponing promotion. He offered two cans (approximate retail value, 34c) at a saving of 10 cents to the customer. This reduced his price, but it did so without lowering his regular price structure. He couponed a region involving approximately one million homes.

The product was well-known and had good advertising support. The packer received approximately 25 percent redemption. He made 250,000 sales, which meant 500,000 cans. But the beneficial effects did not end there. The moving of the 500,000 cans off grocers shelves enabled the packer to sell grocers an additional million cans. These moved quickly because the new users created for the product through the couponing program came back for more.

2. How will couponing increase sales of an established product and help to introduce a new product? In two ways: It will increase retail dis-

tribution; it will increase consumer demand.

3. Specifically, how will it increase retail distribution?

Since couponing has proved itself, there are, naturally few grocers or food market operators who do not recognize the power of couponing. In substance a coupon says: "If you, Mrs. Consumer, will buy and try the product I represent, the manufacturer will pay part of the cost as an inducement for you to buy the product because he believes you will like the product and will continue to use it." The manufacturer knows his product is good. The consumer usually knows the reputation of the manufacturer or the brand. Therefore, a reasonable percentage of consumers will take advantage of the offer.

Because this has happened repeat-

edly, the grocer knows that it is wise to stock the product offered. Otherwise, the consumer will take the coupon to a competing store that stocks the product. The grocer then loses business and profits, not only on the product couponed, but on other purchases the customer would have made.

Consider for example, a well-known salad and cooking oil. This is a nationally-advertised product with wide distribution and usage but few, if any, products have 100% distribution. The manufacturer of this oil wanted to increase distribution, so he couponed. The salesmen called on retail grocers who stocked the product to advise them, and to sell them additional stock to meet the expected increase in consumer demand. Many grocers who did not carry the product, placed orders. Thus the percentage of retail distribution was increased.

4. How will couponing increase consumer demand?

Almost all competitive products sold in a market are priced approximately the same—assuming that quality and size of package are comparable. For example, one manufacturer's washing powder of a certain size was almost equally priced with

About the Author

Jack Hecht organized the Western Empire Direct Advertising Co. in 1949, under the name Hecht-Arms Co., with headquarters in San Francisco. His "Brand You Know" group-couponing plan came into being in 1950. It is basically a cooperative plan, in which a number of manufacturers share the cost.

Among the participants in "Brands You Know" are Albers Milling Co., B. T. Babbitt Co., Inc., The Best Foods, Inc., The Bordon Co., The Climaline Co., General Foods Corp., Thomas J. Lipton, Inc., M. J. B. Coffee Co., Purex Corporation, Ltd., and Quaker Oats Co.

Western Empire has expanded its coverage from the far western states to the midwest and eastern marketing areas, and to Hawaii and Alaska. Aggregate coupon mailing in all areas in 1953 will total near 10 million.

The "Brands You Know" cooperative group-couponing program is only one phase of the Western Empire operation. Other services include individualized couponing, premium mailings, house-to-house distribution, and merchandising-sales service.



At your age!

If you are over 21 (or under 101) it's none too soon for you to follow the example of our hero, Ed Parmalee, and face the life-saving facts about cancer as presented in our new film "Man Alive!". You'll learn, too, that cancer is not unlike serious engine trouble—it usually gives you a warning:

(1) any sore that does not heal (2) a lump or thickening, in the breast or elsewhere (3) unusual bleeding or discharge (4) any change in a wart or mole (5) persistent indigestion or difficulty in swallowing (6) persistent hoarseness or cough (7) any change in normal bowel habits.

While these may not *always* mean cancer, any one of them should mean a visit to your doctor.

Most cancers are curable but *only* if treated in time!

You and Ed will also learn that until science finds a cure for *all* cancers your best "insurance" is a thorough health examination every year, no matter how well you may feel—twice a year if you are a man over 45 or a woman over 35.

For information on where you can see this film, call us or write to "Cancer" in care of your local Post Office.

American Cancer Society



MAN ALIVE! is the story of Ed Parmalee, whose fear weakens his judgment. He uses denial, sarcasm and anger in a delightful fashion to avoid having his car properly serviced and to avoid going to a doctor to have a symptom checked that may mean cancer. He finally learns what a difference it makes (in his peace of mind and in his disposition) to know how he can best guard himself and his family against death from cancer.

the washing powder next to it on a shelf. Mrs. Consumer had become accustomed to buying a certain brand of washing powder; then, a coupon on a competitive brand offered to save her 10 cents. She bought the product in the store in which she could apply the coupon. Experience shows that a substantial number of consumers stay with the new brand.

5. What percentage of redemption will I get?

There is no formula for computing the percentage of consumers who will redeem a given coupon, because redemption depends on a number of important factors:

a. Present usage or position on the market. If usage is already well developed, redemption is proportionately higher.

b. Extent of retail distribution. Generally the higher the percentage of retail distribution, the higher the

percentage of redemption. A manufacturer who initiates a couponing program can anticipate results commensurate with his retail distribution.

It is important to bear in mind that approximately 20 per cent of retail grocers do approximately 80 per cent of the grocery business, so that the number of manufacturer outlets does not accurately reflect the distribution story. It is necessary to inquire into the volume they do. If a manufacturer has distribution among the chains, the super markets and the large independent retailers, he has an advantage over the manufacturer who may have many more outlets, but whose total volume is small.

c. The amount of money the consumer can save compared with the selling price of the item for which the coupon is issued. If a manufacturer offers a 15-cent coupon on a 30-cent item, the redemption will be higher than if the coupon were worth 10 cents. Again, if he offers a 10-cent coupon on a purchase of one package, the redemption will be larger than if a 10-cent coupon is offered on the purchase of two packages.

How Many Redeemed

Summing up: Some reasonable estimate of percentage of redemption can be made if information is available on the market position of the product, the picture of retail distribution, and the nature of the coupon offer. The percentages will vary up to 40%.

6. What about waste mailings?

Coupons are generally mailed under third-class permit, where no forwarding privileges are permitted. Any good couponing service house has techniques for avoiding waste. Our mailings, for example, are made to "Occupant" at a given address. This has cut non-delivery to less than 1% of the mailings. When name lists were used, non-delivery ran as high as 6 to 8%.

Mechanization of the entire process of coupon mailings, which includes addressing and enclosing coupons in envelopes, results in maximum efficiency.

7. Is the retailer paid for handling coupons?

The manufacturer compensates the retailer. Customarily, a 2-cent handling fee is paid for each coupon. The smallest amount paid is a 1-cent handling fee. Safeway and other retail organizations have made surveys which disclosed that the grocer's cost of handling coupons is less than two

THE BIG SWITCH . . .



. . . IS TO "INSTANT" COFFEE

St. Paul's coffee drinkers are steadily establishing a trend in favor of "instant" coffee, according to the 1953 St. Paul Consumer Analysis Survey. Figures show that in 1951, instant coffee was purchased by 10.8% of the coffee users in the St. Paul market. The 1953 figure is almost double . . . an impressive 20.8%. This year's figures also reveal that one of the brands, Maxwell House, jumped from a 3.1% preference in 1952 to an amazing 39.2% consumer preference rating just one year later. Here are the figures . . . from the 1953 St. Paul Consumer Analysis Survey.

INSTANT COFFEE BRAND PREFERENCE

	1953	1952	1951
Maxwell House	39.2%	3.1%	3.8%
Brand B	22.0	46.5	56.5
Brand C	21.7	10.6	5.1
Brand D	6.7	11.9	8.7
Brand E	5.5	12.9	9.9

It is more than mere coincidence that this switch to Maxwell House followed a huge advertising schedule last year in the St. Paul Dispatch-Pioneer Press, and serves to graphically illustrate the powerful selling force wielded by the only newspapers to blanket the St. Paul "half" of the Twin City market.

For the complete St. Paul market story about instant coffee and hundreds of other major products, you will want your personal copy of the St. Paul Consumer Analysis Survey. Just contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.

ST. PAUL

DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.
 New York—Chicago
 Detroit
 San Francisco
 Los Angeles—St. Paul
 Minneapolis

cents. Our information indicates that a 1½ cents' handling cost would be the maximum.*

8. What do retailers think about couponing?

There are some dissenters, but on the whole the attitude is favorable. The retailer realizes a profit on extra merchandise sold and, at least in some cases, he realizes a profit on the coupon handling.

9. What is the method of redemption at the retail level?

How Plan Works

It depends on the plan, and facilities, of the manufacturer. Manufacturers with adequate field personnel usually have salesmen pick up coupons from retailers, compensating them on the spot. This affords the opportunity to replenish stock of the couponed item. Some manufacturers prefer to have their coupon service organizations handle the coupons. In our case, grocers may mail direct to us coupons they have taken in, using a box number on the face of each coupon. [Legally, an address must appear on all coupons. Manufacturer names and addresses appear in cases where they handle redemption themselves.]

In the case of coupons handled by manufacturers, retailers who do not receive frequent calls from salesmen may mail coupons to the manufacturer, who then mails a check. Such processing should not take more than 72 hours from the time coupons are received. (We process all coupons within that time where we do the handling.) We make weekly reports to the manufacturer, and bill him for the amounts due on redemptions.

10. How much does couponing cost?

That is a difficult question to answer simply. You may say it depends on how much support the manufacturer intends to give a couponing program. Exclusive of the cost of maintaining the proportion of the sales activity contributing to the program, and the cost of advertising support for the program—and confining our estimate only to the coupon portion of the promotion—it is possible to arrive at the cost. It averages less

*In San Francisco, where labor costs are high and living costs commensurate, grocers claim that handling costs up to three cents. California grocers have fought for a minimum of two cents for handling. Association representatives, queried by SM, say they have no objection to coupons if a minimum of two cents handling fee per coupon is paid and if manufacturers pick up coupons promptly for redemption.

than three cents for each mailing (for each family reached). This includes printing of the coupons and envelopes, addressing, inserting coupons into the envelopes, postage and mailing.

But this three-cent cost can be reduced. A plan called "group couponing" cuts cost substantially. If a manufacturer has a variety of products, he often finds it advisable to coupon a number of non-competitive products at the same time. For example, if a manufacturer coupons four

products at the same time, that cuts the cost by dividing it among the four, bringing it to less than one cent per mailing per product.

Manufacturers have also discovered the advantages of cooperating on a coupon mailing to reduce the cost to each. Two, three or more may join forces for such mailings. One recent example: A washing powder, a cleanser, a bar soap, teamed with a salad oil and a shortening. Again, we find in one mailing a

At Long Last! (An Exact, Accurate Tabulation of Retail Sales (Food Classification)

In WINSTON-SALEM and FORSYTH COUNTY, N. C.

- NOT an ESTIMATE
- NOT a CROSS-SECTION
- NOT a PROJECTED SAMPLE

... but an actual check through personal calls on 519 grocery stores by representatives of one of the nation's best known, most reputable business organizations:

Dun & Bradstreet, Inc.
The Mercantile Agency

THE RESULTS ARE IN! ACCURATE, DEPENDABLE FIGURES! Here Is The Evidence:

519 Retail Grocery Outlets
1952 RETAIL SALES
\$29,818,664

For years the Journal and Sentinel have been slightly confused and a bit dubious of the methods employed by the various "surveys," "market guides," "market analyses," etc.*—particularly in their computation

of retail sales. True, they've been helpful in the past — BUT HOW ACCURATE? Even government figures**—now over 5 years old—were questionable. There was only one way to find out. We asked Dun & Bradstreet to go to every single retail grocery outlet in Forsyth County and obtain actual sales figures. For the first time, Dun & Bradstreet consented to make such a check. Only grocery items are included in the total (no gasoline, feed, hardware, clothing, etc.)

HERE'S CONCLUSIVE PROOF THAT

All Business Is Local

... that buying habits and variable market factors cannot be accurately measured by hypothetical formulae.

HERE'S ANOTHER REASON WHY

It Pays To Know Our Market

... of 9 prosperous counties covered only by the Winston-Salem Journal-Sentinel—the only papers in the South offering a Monthly Grocery Inventory... an ideal test market.

Here's Our Offer To You

Send today for your free copy of this Dun and Bradstreet report. Address: ADVERTISING RESEARCH PROMOTION DEPARTMENT Journal and Sentinel. When you receive it, you will see why we insist that—

You Can't Cover North Carolina Without The

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY



SAN DIEGO
IS **BIGGER**

than

ROCHESTER, NEW YORK . \$17,560,000
MEMPHIS, TENNESSEE . 16,887,000
COLUMBUS, OHIO . . . 18,782,000
FORT WORTH, TEXAS . . 17,608,000
DES MOINES, IOWA . . . 9,787,000
SALT LAKE CITY, UTAH . 10,746,000
PEORIA, ILLINOIS . . . 7,049,000

DRUG SALES

SAN DIEGO California . . . \$22,885,000

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further reproduction not licensed.



San Diego Union
and
EVENING TRIBUNE

**REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.**

You get more for your advertising dollar with the "SATURATION" circulation of the two great newspapers . . . complete, authenticated, "asked-for" coverage of over 90% of the San Diego market.

shortening, a cake mix, a dog food, and a beverage. The cost is divided among the participating manufacturers in the ratio of the number of coupons used.

The idea of cooperative couponing among manufacturers was developed as a direct result of a question from one of our clients. He asked us, "How can we bring down the cost of couponing? We like it, we would like to do more of it, but isn't there some way of lowering the cost?"

That started some interesting research. We asked this manufacturer if he would like to join with another manufacturer in a joint mailing, to include a coupon for a non-competitive product. He liked the idea and we decided to try it. The first firm manufactured a household bleach; the second manufactured a pancake mix. This reduced the cost by 50 percent for each. Having progressed that far, we decided to go a step further and invited another manufacturer to join with *two* coupons—one for a salad dressing, the other for a margarine. The first manufacturer got his mailing done for 25 percent of the original cost.

"Brands You Know"

This was the birth of our "Brands You Know" program of cooperative group-couponing program. From eight participating manufacturers in 1951 this has grown to approximately 30 who use it regularly for a long list of nationally-known products.

We have found in the intervening years that there are advantages in the group couponing over and above reduction in cost. It presents the consumer with a greater number of coupons with higher cash value and, along with a greater variety of products, gives her more incentive toward redemption.

We recommend that the number of coupons used in a single group couponing mailing be limited to six, because this involves the purchase of approximately \$2-\$2.50—which is as much as a consumer is likely to be willing to pay above her planned budget.

11. There is one final question manufacturers with no experience in couponing sometimes ask: Where will a couponing program leave my product after the peak redemption period?

Experience shows that sales sharply increase during the peak of the redemption period, then level off at a volume higher than that before the couponing.

SALES MANAGEMENT



IN THE MANAGER'S SEAT: P. A. Anderson, seated, learns about his duties as honorary general branch house sales manager of Armour & Co. from J. R. Herndon.

Salesmen at Armour Swap Jobs with Bosses

It is all part of a sales contest built around the manager-for-a-month. The idea sparks incentive, brings in reams of good local publicity, and is good management grooming.

Do your sales contests go up like a lead balloon?

To "get the lead out," perhaps your men need something more than the chance to win a free dinner, a fishing pole or a trip. Maybe they want to try for your job. Maybe they want to try your swivel chair "for size" and will then return happily to their own territories with the conviction that you know what you're doing and that you are welcome to it.

Armour and Co., Chicago meat packers, this year made it possible for the second time for 250 members of the national sales force to change jobs with "the boss" to show him how it should be done. With thousands of sales contests under its 86-year-old belt, Armour has conducted few to

equal the popularity and over-all effectiveness of its Manager-for-a-Month program.

The plot of Manager-for-a-Month is simple. Here's how it works:

1. Local unit salesmen elect their own honorary sales manager. He swaps jobs with the boss for a month and has the chance to demonstrate his managerial ability.

2. Local sales units rally behind their honorary managers as they compete saleswise at district level. The unit turning in the best sales performance in each district sends its honorary manager to district headquarters for a week as honorary district manager.

3. The salesman-manager of the unit that does the best sales job na-

tionally gets an expenses-paid trip to Chicago headquarters for a week as honorary general sales manager.

All down the line regular managers made the sales calls of the rookie executive who was sitting back in the marble halls for one week. For the balance of the month, the salesman-manager worked his regular territory but kept in advisory touch with the genuine sales manager.

Armour launched the first of its Manager-for-a-Month contests in April, 1952 at a time when public interest in the presidential nomination and election campaigns was reaching the pitch that continued until election day.

It was the time, Armour sales executives reasoned, to hold "elections" at each of the company's 250 sales units in about that many cities and towns across the country. The thinking behind the program went further: "Let each of the local organizations select its own 'King-for-a-Month' from its own general line salesmen. Let the winning salesman sit in the manager's office for a week. During that same week, let the boss and some of his office staff get out and cover the salesman's territory to see what problems the salesman has."

The idea, obviously, had interesting and timely possibilities, and the framework for the contest developed from them. It proved so successful in 1952 that it was repeated this year, and promises to be an annual event in the Armour sales organization.

Some of the factors that made this contest a "natural":

1. **Novelty:** Everyone got into the act immediately, as ballots were cast and the salesmen voted for one of their number as the honorary boss for whom they'd like to work.

The election sparked the sales meetings at which the contest was introduced, the winning salesman being the subject of much good-natured kidding.

2. **Popular appeal:** The idea of the job switch between the salesman and the boss had wide appeal not only within the organization, but served as a lively news item for local newspapers. Branch house and plant managers were instructed to service each of the papers in their territories with a story and picture of Salesman Joe Jones taking over the boss's desk. The editors played it up as an item of local human interest; metropolitan dailies used the story as readily as small-town weeklies.

Almost all of the headlines played



PRESCRIPTION FOR **BIG Drug Store SALES**

Sales Management reports that during 1952 Drug Sales in the Metropolitan Fort Worth area totaled \$17,608,000. In the 100 county West Texas Trading area (including Fort Worth) Drug Sales totaled \$74,148,000. Each Fort Worth family spends an average of \$143 annually on related drug merchandise. This compares to the national average of only \$103 per family.



THE CONSUMERS WITH THE ABILITY TO BUY!

Population

Fort Worth (Metropolitan Area)	408,100
Trading Area	1,928,700

Effective Buying Income

Fort Worth (Metropolitan Area)	\$ 715,807,000
Trading Area	\$2,848,613,000

Drug Sales

Fort Worth (Metropolitan Area)	\$17,608,000
Trading Area	\$74,148,000

Sales Per Family

Metropolitan Fort Worth ranks 1st in Texas, 2nd nationally, among metropolitan areas over 400,000 population.

*1953 Sales Management Survey of Buying Power

- In Fort Worth, 9 out of every 10 families read the Daily & Sunday Star-Telegram
- In West Texas, the average county coverage is 43.9% Daily and 39.4% Sunday

Total Net Paid Star-Telegram Circulation — Largest in Texas!

242,542

(Morning and Evening)

223,444

(Sunday)

Publisher's Statement to Audit Bureau of Circulation March 31, 1953

WRITE Amon Carter, Jr., National Advertising Director, for complete market and circulation analysis.



LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests—"Just A Good Newspaper"

up the switching-jobs-with-the-boss angle, and the stories told of Armour and Company's national program to recognize the "men on the sales firing line." Stories, lacking only the man's name, were furnished to local managers.

3. Incentive: Recognition of the importance of the salesmen, as individuals and as a group, was probably the key factor in the contest. The naming of the honorary local, district and national managers dramatized the salesman's job and gave the salesman, the company and the community recognition—which has always been one of the strongest incentives the sales manager can offer.

Indirectly, the various sales units shared in the honors accorded their "new" manager—he was one of them and they had selected him.

4. Teamwork: Having selected their man, different sales units set out to show the company that their honorary boss could outdo the other honorary bosses. Each unit was determined to become the district winner, and even the national winner. The individual salesman's performance contributed to the unit's showing, and it was on the unit's over-all performance that the honorary manager was able to go on to greater honors.

Conditions for the incubation of a strong teamwork spirit were ideal, the home office believed.

5. Promotional opportunities: To the Armour sales manager ever on the lookout for a fresh approach in his field bulletins, Manager-for-a-Month offered almost unlimited opportunities. Weekly newsletters and specific product promotions were pegged to the sales organizations working together behind their honorary managers.

6. Results: Armour believes that the contest's success is not indicated by the number of extra hams sold. Sales units were scored on definite sales and profit improvement over previous results. Significantly, the base for this year's contest scoring was taken from the 1952 period when that contest was in full swing. The "mission was accomplished" even against this heavy handicapping.

The big pay-off in this year's contest came in July when the three winning salesmen came to Armour's big Chicago general office to "sit in" for a week's duty as honorary general sales managers.

SALES MANAGEMENT

The image shows the front cover of a book titled "SURVEY OF BUYING POWER". The title is printed in large, bold, capital letters within a rectangular frame. Above the title, in smaller text, is "FEDERAL BUREAU OF INVESTIGATION". Below the title, also in smaller text, is "U.S. DEPARTMENT OF COMMERCE". The cover is dark, and the title area is lighter. The book is shown at a slight angle.

[illegible]

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT Survey of Buying Power** to your own market areas. Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office. More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559).

RESEARCH CONSULTANTS TO SALES MANAGEMENT

432 Fourth Ave., New York 16, N. Y. MU-4-3559

How to Find and Sell "The Man" When You Call on Blue-Chip Giants

(Continued from p. 26)

Through experience, you learn that you can make friends with a good newspaperman more quickly by giving him a tip for a story that will help him in his job than by buying him a few drinks or a meal. The same thing is true of every contact you may have in a large corporation. Anything you can do for an employee that will raise his job stature is important, and is one of the ways in which you can put to work for you some friendly people within the corporation.

Because of this interest in things that will help an employee to gain more recognition on his job, and because a purchase or recommendation for purchase has to be justified to "higher-ups," one of the best sales tools you have in dealing with big business is the survey, demonstration or trial installation type of approach. The people you are dealing with want to be sure that what you have to offer is going to do a job for them that will earn commendation, not criticism. They don't like to take the chance, on your word alone, that it will work.

Start with Survey

The offer of a survey, without obligation, puts the burden on you, the salesman, to prove the need for whatever you propose to install and to show benefits—in writing. This gives anyone interested something tangible to take to the "boss" . . . a document to back up his judgment. The recommendations you make as a result of your survey may be contrary to a general practice of long standing, or they may entail changes of operating methods or routine or product use that are held in reverence or regarded as traditional in that company. Be sure that the survey and recommendations have been made by an unimpeachable authority.

"Selling" the idea of a demonstration or trial installation is especially necessary when you have to compete with products or services of competitors, it is a "must" for certain types of machines and equipment which are too large or complicated to describe, or which produce results that sound almost fantastic. This demonstration is going to have to prove some benefit you claimed for your product that makes it better or more profitable than the one they are

using or are considering. There are going to be many technical questions asked that require technical answers, so if you aren't an "expert" who knows all the answers, it would be wise to have someone with you who does. In setting up a demonstration, do your best to make sure that everyone whose job can be enhanced through its use—including the Number One Decider you have identified as "My Man"—has been invited to the show.

When working on the big-business level, you have to be a businessman as well as a salesman. You have to do everything in a business-like manner. It is necessary to be a "whole" businessman—not just a sales robot repeating detailed product information about your particular widget. Those who operate small businesses often aren't interested in anything but their own fields, and a salesman calling on this trade can get by with only a superficial knowledge of factors that influence business conditions. In contrast, the big businessman usually will be more interested in the influence of national fiscal policies on his industry than he will be in current sports news. When you're calling on big-business prospects, you have to know more about general business situations, industry conditions, and the national or international picture. It is wise, therefore, to set aside a certain period each week for study and review of technical publications, financial papers, business magazines, and business forecasting services.

Want It in Writing

Another business-like practice with which you will have to conform is the common request: "Will you just put that in a letter and mark it for my attention?" Big corporation people want things in writing. It isn't that they don't trust you, or that they want to put you on the spot; it is in line with the organizational setup wherein so many people have to pass on an idea or purchase that they want pertinent facts in writing. Often, they will want your original proposition in letter form so that they will have "something before them" on which to act. If you have an interview with one person or a conference with

several, the chances are that someone will write a report of that interview or conference so that the "bosses" and others will know what's in the wind. Get used to the "put-it-in-writing" routine.

Although there has been nothing in this article about ordinary selling techniques which move individuals to buy, it is assumed that when you approach a big-business contract, you are a master of sales techniques and know what to say and what to do to sell an idea or product. You have to know how to approach and how to "ring up the sale," and you have to use all your knowledge many times in your big corporation contacts compared with possibly only once or twice in getting an order from the owner of a little company.

You Must Sell Many

To "ring up a sale" in this bigger competition—to get the proper names and the company seal on the contract—it is usually necessary to make a number of separate "sales" to individuals in the organization. That is the chief difference in this type of selling. You don't ordinarily walk into the office of a top executive, as you might in a smaller firm, sell him on the value of your product, get a verbal acceptance, and have the written confirmation come along later.

In the big corporations, you may have to sell the Purchasing Agent the idea that your product can be valuable to his company and that it might be a feather in his cap to let you talk to the right man about it. You may have to sell the plant Superintendent on the benefits of your product and how it can help him to increase production or lower costs. You may have to sell the Chief Engineer on a survey or trial installation to prove the benefits you claim. You may have to sell the vice-president in charge of operations the idea that what you have is what he wants and that it is better than other products in your field. Each of these "sales" has to be made separately before that multi-copied order or contract goes through for signatures and seal. And if it should happen that the purchase is questioned by the Director of the Budget or Comptroller, you may have some more selling to do before it becomes official.

It is obvious, therefore, that selling to big business is a matter of selling individuals the belief that what you have to offer can help each of them to do a better job for his company.

It's 116 Days 'til Christmas....

**But Time Now
To Select Company Gifts For
CUSTOMERS • FRIENDS • EMPLOYEES**

Don't Miss.....



(Part II of this issue)

"When A Corporation Says Merry Christmas to its Friends"

This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

You'll find the answer to many of your own questions on what your own program should be . . . What other companies do . . . How much they spend . . . What they give.

Below is a sample of the questions answered by SM—based on confidential replies from executives in 1,311 different companies:

- *How many give gifts?*
- *What they give?*
- *To whom?*
- *The price?*
- *Type of gift?*
- *How salesmen felt about program?*
- *Distribution and follow-ups?*
- *Gift plans for employees?*
- *Most satisfactory gifts sent?*
- *Most satisfactory gifts received?*

OVER 500 DIFFERENT COMPANY GIFT IDEAS !

High Spot Cities

Retail Sales Forecast for September, 1953

Retail sales in September in the United States will probably total \$14.2 billion, a gain of four per cent over last September. It is clear that there has been a definite tapering off in the relatively heavy rate of consumer expenditures which characterized the first six months of the year. The passing of the peak sales period for automobiles has eliminated the most important single bullish factor in the retailing picture. However, the outlook for apparel sales in the fall is definitely favorable, and they serve to sustain the level of retail sales to some extent.

Among those states reporting better-than-average performance for this September as opposed to September of

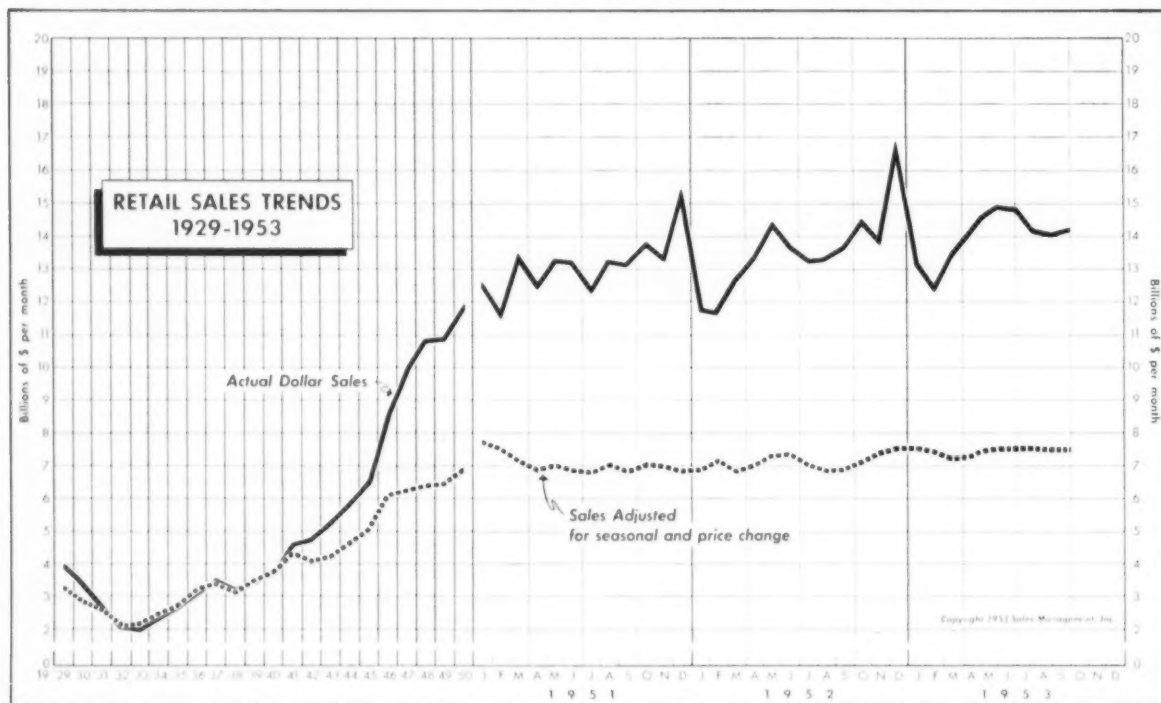
1952, are: Florida, Indiana, Kentucky, Maine, Michigan, New Jersey, and Ohio.

The leading cities, those with a city-national index well above average, are: Jackson, Mich., 115.7; York, Pa., 115.2; Flint, Mich., 114.9; Riverside, Cal., 113.8; Portland, Me., 113.3; Evansville, Ind., 113.0; Paducah, Ky., 113.0; Los Angeles, Cal., 112.5; Long Beach, Cal., 112.4; Royal Oak-Ferndale, Mich., 112.3; Bloomington, Ill., 111.6; Fort Wayne, Ind., 110.9; Albuquerque, N.M., 110.1; Gary, Ind., 109.3; Muskegon, Mich., 109.9; Saginaw, Mich., 109.0; Mansfield, Ohio, 109.0; Chattanooga, Tenn., 108.9; El Paso, Texas, 108.9; Grand Rap-

ids, Mich., 108.8; Detroit, Mich., 108.3; Pontiac, Mich., 108.0; Hempstead Township, N.Y., 108.0.

The SM Research Department is now engaged in extending the list of high spot cities to include the central cities of a number of metropolitan areas which have not been previously represented here. Cities scheduled for future inclusion include the following: New London, Conn.; Lafayette, Ind.; Davenport, Iowa; Lake Charles, La.; Monroe-West Monroe, La.; Hagerstown, Md.; Brockton, Mass.; Port Huron, Mich.; Duluth, Minn.; Joplin, Mo.; Poughkeepsie, N.Y.; Hamilton, Ohio; Lima, Ohio; Lorain, Ohio; Middletown, Ohio; Portsmouth, Ohio; Steubenville, Ohio; Zanesville, Ohio; Hazelton, Pa.; Williamsport, Pa.; Abilene, Texas; Laredo, Texas; Port Arthur, Texas; San Angelo, Texas; Texarkana, Texas-Arkansas; Tyler, Texas; Danville, Va.; Bellingham, Wash.; Everett, Wash.; Kenosha, Wis.; La Crosse, Wis.; Oshkosh, Wis.; and Superior, Wis.

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal



Retail sales in September will total \$14.2 billion, reflecting a 4% gain over September, 1952. This volume of sales in terms of 1935-1939 dollars amounts to \$7.5 billion when adjusted as shown above.

The break between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

SEPTEMBER 1, 1953

September retail sales target for Advertisers in **parade** ... \$1,820,420,000

CITY	RETAIL SALES	RETAIL SALES	CITY
	Sept. 1953 Estimated	Sept. 1939	INDEX
	by Sales Management by Sales Management Sept. 1939 = 100		
☆ AKRON (Beacon Journal)	\$ 39,640,000	\$ 9,290,000	426.7
☆ ALBUQUERQUE (Journal)	17,880,000	2,000,000	894.0
☆ BOSTON (Post)	96,270,000	42,010,000	229.2
☆ BRIDGEPORT (Post)	21,820,000	6,300,000	346.3
☆ CHICAGO (Sun-Times)	395,530,000	129,770,000	304.8
☆ COLUMBUS, GA. (Ledger-Enquirer)	9,700,000	2,030,000	477.8
☆ COLUMBUS, O. (Citizen)	43,420,000	13,640,000	318.3
☆ CORPUS CHRISTI (Callier-Times)	17,100,000	2,730,000	626.4
☆ DENVER (Rocky Mountain News)	50,750,000	15,250,000	332.8
☆ DETROIT (Free Press)	240,070,000	57,020,000	421.0
☆ EL PASO (Times)	17,640,000	3,350,000	526.6
☆ ERIE (Dispatch)	16,410,000	4,140,000	396.4
☆ EVANSVILLE (Courier & Press)	15,120,000	3,870,000	390.7
☆ FORT WAYNE (Journal-Gazette)	18,570,000	4,810,000	386.1
☆ GREENVILLE, S. C. (News)	9,020,000	2,240,000	402.7
☆ HARRISBURG (Patriot-News)	15,090,000	4,310,000	350.1
☆ HARTFORD (Courant)	30,690,000	9,300,000	330.0
☆ INDIANAPOLIS (Times)	57,740,000	16,160,000	357.3
☆ LITTLE ROCK (Arkansas Gazette)	14,090,000	3,510,000	401.4
☆ LONG BEACH, CALIF. (Independent-Press-Telegram)	32,570,000	7,350,000	443.1
☆ MACON (Telegraph & News)	7,950,000	2,160,000	368.1
☆ MADISON (Wisconsin State-Journal)	10,650,000	3,030,000	351.5
☆ NEWARK (Star-Ledger)	62,500,000	21,360,000	292.6
☆ NEW BEDFORD (Standard-Times)	9,080,000	3,500,000	259.4
☆ NORFOLK (Virginian-Pilot)	23,880,000	5,450,000	438.2
☆ OAKLAND (Tribune)	50,220,000	15,500,000	324.0
☆ PEORIA (Journal-Star)	14,410,000	5,230,000	275.5
☆ PORTLAND, MAINE (Telegram)	10,440,000	3,930,000	265.7
☆ QUEENS, N. Y. (Long Island Press)	117,910,000	37,270,000	319.1
☆ ROANOKE, VA. (Times)	11,820,000	3,100,000	381.3
☆ ST. LOUIS (Post-Dispatch)	94,590,000	30,320,000	312.0
☆ SAN DIEGO (Union)	43,220,000	8,190,000	527.7
☆ SCRANTON (Scrantonian)	12,290,000	4,820,000	255.0
☆ SYRACUSE (Herald-American)	25,610,000	9,080,000	282.0
☆ WASHINGTON (Post)	121,170,000	34,510,000	351.1
☆ WICHITA (Eagle)	23,400,000	4,560,000	513.2
☆ YOUNGSTOWN (Vindicator)	22,160,000	6,840,000	324.0

☆ Exclusive PARADE markets—served by no other syndicated Sunday magazine.

Total PARADE market retail sales \$1,820,420,000

Parade is the Sunday magazine section of the 37 newspapers in 37 major markets listed above. Parade reaches more than half of all families in these cities and at least one in five in 1,600 outlying areas. Repeated surveys show Parade is America's best read magazine . . . and gives advertisers twice as many readers per dollar as any of the big three weekday magazines.

Parade, the Sunday Picture Magazine with 13,310,000 constant readers

parade



You always get more In Middletown

Selling in the Middletown market (Middlesex County) is simply a matter of convincing people that your product serves them best.

You can reach these 70,600 people through the Middletown Press because no combination of incoming non-local papers comes anywhere near equalling the coverage of the Press.

"You always get more In The Middletown Market"

With a family income of \$6,631, and family retail sales of \$4,524 which are nearly \$1,000 above the national average, they can afford and will buy your product if you make it an important part of their daily lives.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

THE NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

★ PREFERRED ★

Stamford has been a preferred city in this High Spot list every month for eight years.

Preferred because it gives advertisers a bigger volume of money to work on. Family income is \$8,282...63% above average — ...first among the 200 largest cities of the country.

Preferred because of the spending of its families. Retail sales per family of \$5,072...42% above average—give positive proof that you will get a bigger return for your advertising dollars.

The Stamford Advocate is the preferred way to reach this preferred market where top buying income means more sales—more profits.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by The Julius Mathews,
Special Agency, Inc.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	Index	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

UNITED STATES

389.1 104.0 100.0 14166.00

Alabama

Birmingham	394.2	99.9	96.1	33.82
★ Gadsden	469.2	104.6	100.6	5.02
Mobile	459.5	103.0	99.0	12.13
Montgomery	348.7	99.0	95.2	9.24

Arizona

Phoenix	564.4	101.9	98.0	23.14
★ Tucson	661.9	111.8	107.5	13.37

Arkansas

Fort Smith	407.4	101.3	97.4	5.50
Little Rock	401.4	103.1	99.1	14.09

California

★ Bakersfield	384.3	104.1	100.1	11.49
Berkeley	312.2	99.8	96.0	9.18
Fresno	483.8	97.9	94.1	22.11
★ Long Beach	443.1	116.9	112.4	32.57
★ Los Angeles	373.4	117.0	112.5	250.38
Oakland	324.0	98.3	94.5	50.22
★ Pasadena	387.9	111.9	107.6	18.35
★ Riverside	545.0	118.4	113.8	8.12
★ Sacramento	356.8	106.0	101.9	24.19
★ San Bernardino	490.5	111.8	107.5	11.33
★ San Diego	527.7	108.2	104.0	43.22
★ San Francisco	314.9	99.0	95.2	103.48
San Jose	374.7	101.3	97.4	14.84
★ Santa Barbara	360.0	111.9	107.6	7.20
Stockton	386.2	102.1	98.2	12.28
Ventura	392.6	99.5	95.7	3.69

Colorado

Colorado Springs	372.2	98.3	94.5	6.70
Denver	332.8	101.9	98.0	50.75
★ Pueblo	358.5	108.4	104.2	6.99

Connecticut

★ Bridgeport	346.3	104.6	100.6	21.82
Hartford	330.0	103.1	99.1	30.69
Middletown	287.3	98.4	94.6	2.93
New Haven	274.2	101.5	97.6	20.51
★ Stamford	389.3	104.7	100.7	9.07
★ Waterbury	307.2	105.8	101.7	11.46

Delaware

★ Wilmington	371.8	105.5	101.4	20.71
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District of Columbia

Washington	351.1	97.8	94.0	121.17
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Florida

★ Jacksonville	406.2	106.5	102.4	25.75
★ Miami	458.8	109.6	105.4	40.56
★ Orlando	416.9	110.0	105.8	9.38
★ Pensacola	429.0	110.2	106.0	6.22
★ St. Petersburg	430.5	105.9	101.8	12.01
★ Tampa	420.8	109.7	105.5	16.62

RETAIL SALES (S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	Index	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

Georgia

★ Albany	555.9	112.4	108.1	4.62
★ Atlanta	350.9	104.1	100.1	51.80
Augusta	453.5	100.4	96.5	9.75
Columbus	477.8	99.1	95.3	9.70
Macon	368.1	100.2	96.3	7.95
★ Savannah	356.4	105.9	101.8	10.55

Hawaii

★ Honolulu	381.0	105.6	101.5	26.14
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Idaho

Boise	314.8	98.9	95.1	5.95
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Illinois

★ Bloomington	330.0	116.1	111.6	3.61
Champaign-Urbana	359.6	96.9	93.2	7.66
★ Chicago	304.8	105.4	101.3	395.53
Danville	303.7	99.3	95.5	4.97
Decatur	296.0	99.0	95.2	8.14
East St. Louis	348.5	98.8	95.0	7.91
Moline-Rock Island-E. Moline	342.4	103.1	99.1	10.99
★ Peoria	275.5	104.4	100.4	14.41
★ Rockford	373.9	108.4	104.2	14.06
★ Springfield	330.2	107.5	103.4	11.59

Invest In

PROSPERITY

That's what you do when you advertise in the Biddeford-Saco market... largest market in Maine's biggest industrial county*—with \$50,270,000 income, \$32,200,000 retail sales.

Diversified manufacturing and year 'round employment keep the purchasing power of these families at \$5,586... \$961 above the state level.

Good customers today... better ones tomorrow.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

*More "Value added by Manufacture" in York County than any other Maine County. 1953 Survey of Buying Power.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

Indiana

★ Evansville	390.7	117.5	113.0	15.12
★ Fort Wayne	386.1	115.3	110.9	18.57
★ Gary	419.7	113.7	109.3	15.57
★ Indianapolis	357.3	106.9	102.8	57.74
★ Muncie	313.9	105.0	101.0	6.31
★ South Bend	452.8	106.4	102.3	18.61
Terre Haute	289.6	99.9	96.1	8.37

Iowa

Cedar Rapids	310.6	103.0	99.0	8.82
Davenport	285.7	103.8	99.8	8.40
★ Des Moines	338.0	112.0	107.8	23.83
★ Dubuque	384.5	105.2	101.2	6.46
Sioux City	261.1	95.3	91.6	8.80
Waterloo	346.5	102.2	98.2	8.42

Kansas

Hutchinson	322.3	99.2	95.4	4.48
Kansas City	361.8	102.1	98.2	10.89
★ Topeka	339.1	105.6	101.5	9.19
Wichita	513.2	101.9	98.0	23.40

Kentucky

★ Lexington	313.7	105.1	101.1	8.91
★ Louisville	374.7	104.4	100.4	42.04
★ Paducah	580.0	117.5	113.0	7.25

Louisiana

★ Baton Rouge	526.9	110.7	106.4	12.54
New Orleans	387.7	103.6	99.6	52.19
Shreveport	415.9	101.2	97.3	16.76

Maine

Bangor	257.5	98.6	94.8	4.48
★ Lewiston				
Auburn	256.9	109.6	105.4	5.60
★ Portland	265.7	117.8	113.3	10.44

ABC Says Paducah City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

The Paducah Sun-Democrat

31,202 Paducah, Ky. R.O.P.
ABC Color

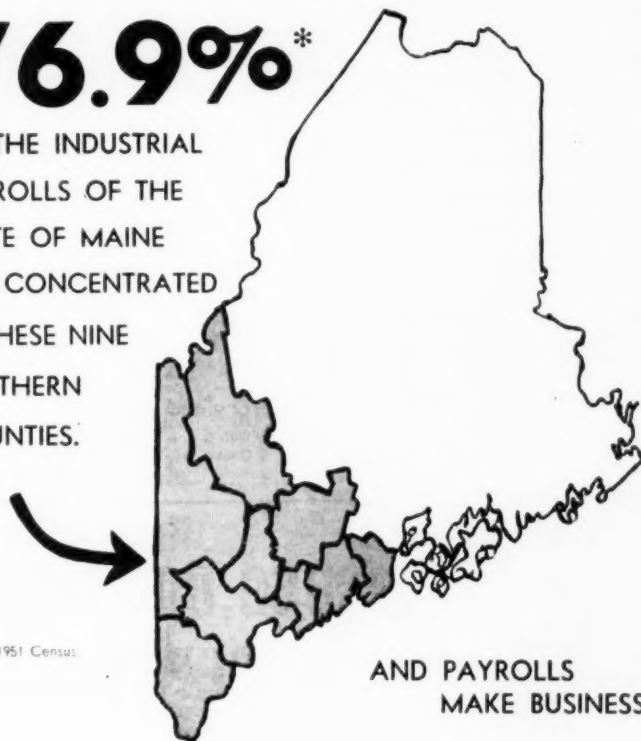
Burke, Kuipers & Mahoney

Are You Advertising To Acreage
Or To People With Money To Spend?

The PORTLAND, MAINE Market is a Nine County Sales Area

76.9%*

OF THE INDUSTRIAL
PAYROLLS OF THE
STATE OF MAINE
ARE CONCENTRATED
IN THESE NINE
SOUTHERN
COUNTIES.



AND PAYROLLS
MAKE BUSINESS

The PORTLAND newspapers give you
94% coverage of the city and retail trade
zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays.

PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Jean G. Williams, Natl. Adv. Mgr.

Represented by The Julius Mathews Special Agency, Inc.

Independent Market Surveys Say So

The Survey of Buying Power will tell you why Pittsfield is the most responsive mass market in the state with more sales per family than any other metropolitan market.

Here's a summary of family activity—

	Pittsfield	Mass.	USA
Income	\$5,806	\$5,491	\$5,086
Retail Sales	4,816	3,778	3,584
Food Sales	1,275	1,073	879
Gen. Mdse	557	404	409
Furn.-Hshld.	280	192	197
Automotive	745	494	614

The Berkshire Eagle, covering 100% of the city homes and 70% of the entire county, is your best and surest way to sell in this top-spending market of 134,000 people.

THE BERKSHIRE EAGLE PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

Maryland

★ Baltimore	325.6	107.0	102.9	106.03
Cumberland	247.0	97.6	93.8	4.52

RETAIL SALES
(S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

Massachusetts

Boston	229.2	101.1	97.2	96.27
★ Fall River	260.2	107.1	103.0	9.03
★ Holyoke	298.9	105.4	101.3	5.62
Lawrence	263.2	102.8	98.8	8.08
Lowell	319.6	102.1	98.2	8.47
Lynn	256.9	101.5	97.6	9.12
★ New Bedford	259.4	104.7	100.7	9.08
Pittsfield	281.7	99.8	96.0	5.86
★ Salem	329.0	106.8	102.7	5.56
★ Springfield	261.4	106.5	102.4	18.77
Worcester	299.6	103.2	99.2	23.82

Michigan

★ Battle Creek	412.4	106.4	102.3	8.62
★ Bay City	422.0	108.4	104.2	7.85
★ Detroit	421.0	112.6	108.3	240.07
★ Flint	419.5	119.5	114.9	25.80
★ Grand Rapids	386.3	113.2	108.8	26.73
★ Jackson	412.1	120.3	115.7	9.89
★ Kalamazoo	370.8	110.6	106.3	11.42
★ Lansing	438.3	110.2	106.0	17.49
★ Muskegon	395.0	114.3	109.9	7.94
★ Pontiac	407.5	112.3	108.0	10.84
★ Royal Oak-Ferndale	565.1	116.8	112.3	10.51
★ Saginaw	396.8	113.4	109.0	12.22

Minnesota

Duluth	240.5	101.4	97.5	9.91
Minneapolis	277.1	99.5	95.7	63.96
St. Paul	243.7	101.4	97.5	35.02

Mississippi

Jackson	420.1	98.3	94.5	9.41
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Missouri

Kansas City	377.1	102.9	98.9	72.71
St. Joseph	259.3	95.5	91.8	6.43
★ St. Louis	312.0	105.5	101.4	94.59
Springfield	355.3	98.4	94.6	8.10

Montana

★ Billings	378.0	105.7	101.6	6.01
Butte	202.3	97.2	93.5	4.35
Great Falls	305.2	97.2	93.5	5.31

Nebraska

★ Lincoln	326.0	104.1	100.1	10.92
Omaha	332.5	98.3	94.5	30.06

Nevada

Reno	327.6	103.4	99.4	6.42
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New Hampshire

Manchester	282.0	102.0	98.1	8.15
Nashua	262.1	98.7	94.9	3.25

New Jersey

Atlantic City	309.7	103.7	99.7	11.83
★ Camden	369.7	109.2	105.0	15.60
Elizabeth	297.9	103.9	99.9	11.50
★ Jersey City-Hoboken	258.9	106.8	102.7	25.71
★ Newark	292.6	111.0	106.7	62.50
★ Passaic-Clifton	379.2	104.6	100.6	14.75
★ Paterson	299.0	110.2	106.0	17.64
★ Trenton	305.5	104.5	100.5	17.11



\$650,000 MORE IN SEPTEMBER

Retail sales in Passaic-Clifton will be \$650,000 higher this month than September of last year . . . an increase of 4.6% . . . according to Sales Management forecasts. For the tenth consecutive month, Passaic-Clifton is ranked as a "preferred city."

If you're looking for an opportunity for increased sales in September, your best buy in North Jersey is Passaic-Clifton and The Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties . . . 58,726, more than 76% carrier home-delivered.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

Q:
**WHY DID 53
NEW NATIONAL
ADVERTISERS USE
THE POST THE
FIRST HALF OF
1953?**

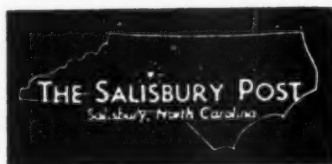
A:

First, of course, Salisbury-Rowan is a market well worth going after. Over 100 manufacturing plants, the South-ern's largest shops, tremendously active commerce and outstanding agriculture.

And ONLY the POST reaches, influ-ences, sells this rich market, since all outside metropolitan newspapers com-bined circulate less than 3000 in Salisbury-Rowan.

Your ONE best answer is a test campaign in the Post.

Send for your FREE copy of the
1953 BRAND PREFERENCE SURVEY.



WARD-GRIFFITH COMPANY
Representatives

**There's A Lot Of Money
Still To Be Spent**

Corning families are big spenders—retail sales are 36% above average, but still retail sales are only 81% of income. There's a big 19% plus opportunity waiting for you.

With a quality of market index and a buying power potential of 121, Corning families should give you 21% more business than you are now getting. Isn't it worth looking into?

The Evening Leader is the only medium providing complete coverage of the \$96,-394,000 market.

Send for your copy "Meet Jim Foster," Corning market story.

The Evening Leader

CORNING, N. Y.

Represented by
The Julius Mathews Specialty Agency

... for full
population, sales
and income data
on these cities
see the May 10
SALES
MANAGEMENT
Survey
Buying Power



SEPTEMBER 1, 1953

RETAIL SALES
(S.M. Forecast for September, 1953)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1953	1953	1953	September
	vs. 1939	vs. 1952	vs. 1952	1953

New Mexico

★ Albuquerque	894.0	114.5	110.1	17.88
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New York

★ Albany	305.5	105.0	101.0	19.83
Binghamton	279.1	100.6	96.7	10.16
★ Buffalo	331.3	110.4	106.2	71.04
★ Elmira	355.7	104.3	100.3	8.18
★ Hempstead				
Township	705.2	112.3	108.0	71.51
Jamestown	296.1	100.6	96.7	5.33
New York	271.1	101.1	97.2	741.58
★ Niagara Falls	325.3	105.9	101.8	9.89
★ Rochester	278.0	106.9	102.8	40.47
Rome	386.4	103.9	99.9	3.98
Schenectady	297.1	98.8	95.0	11.41
Syracuse	282.0	103.7	99.7	25.61
Troy	266.4	99.6	95.8	7.78
★ Utica	311.3	107.1	103.0	12.11

North Carolina

Asheville	317.2	98.8	95.0	7.01
Charlotte	447.3	102.9	98.9	18.25
Durham	356.3	102.3	98.4	7.59
★ Greensboro	589.5	109.6	105.4	14.09
★ Raleigh	460.6	107.4	103.3	10.04
Salisbury	284.4	97.0	93.3	2.73
Wilmington	340.5	100.2	96.3	4.29
★ Winston-Salem	365.2	107.5	103.4	9.13

North Dakota

Fargo	280.6	94.2	90.6	4.91
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Ohio

★ Akron	426.7	108.4	104.2	39.64
★ Canton	351.7	109.5	105.3	15.79
★ Cincinnati	311.7	108.4	104.2	61.53
★ Cleveland	372.8	107.3	103.2	134.24
★ Columbus	318.3	105.8	101.7	43.42
★ Dayton	353.4	104.9	100.9	32.23
★ Mansfield	335.9	113.4	109.0	6.18
Springfield	308.0	99.8	96.0	8.10
★ Toledo	366.7	110.2	106.0	41.33
★ Warren	437.1	111.4	107.1	8.13
Youngstown	324.0	103.1	99.1	22.16

Oklahoma

Bartlesville	370.0	100.4	96.5	2.59
Muskogee	299.1	97.8	94.0	3.32
Oklahoma City	335.6	99.6	95.8	26.38
★ Tulsa	412.4	105.0	101.0	23.96

Oregon

Eugene	456.8	99.4	95.6	7.08
Portland	341.3	97.8	94.0	53.68
★ Salem	401.1	109.0	104.8	6.98

You Can Sell More

You can't sell a thing—can't even give it away, without customers in the stores!

And Little Falls stores guarantee heavy customer traffic. 30,000 regular shoppers, many from the prosperous surrounding communities, raise the family retail sales in the city to \$4,438—\$854 above the U.S. average.

Advertising in The Little Falls Times read in 75% of the homes in the entire market, stimulates interest in your product and brings direct returns for your advertising.

Little Falls Times

Little Falls, N. Y.

Represented by The Julius Mathews
Special Agency, Inc.

**Big Business
in the
GOLDEN
BELT**



1952

Retail

Sales . . .

\$960,655,000

32% of the N. C. Total

(SM Survey 5/10/53)

That's practically ONE-THIRD of the sales volume in the South's No. 1 State. Are you getting your share?

Drug, Food, Gen. Mdse., Automotive all show about this same healthy percentage. Put your "A" Schedules to work in the Golden Belts great sales-maker — the ONLY Morning-and-Sunday newspaper in the entire 33 county area.

**115,926 Morning
124,080 Sunday**

(Publisher's Statement to ABC, 3/31/53)

**The Raleigh
News and Observer**
MORNING & SUNDAY
Raleigh, North Carolina

Rep: The Branham Company

**Sell The Mirror
Readers in . . .**

**ALTOONA
"TEST TOWN"
Pennsylvania**

. . . and you've sold this entire thriving market with a yearly retail sales volume exceeding \$130,000,000.

Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

**Altoona
Mirror.**

NORRISTOWN • PA • NORRISTOWN

**LARGEST CIRCULATION IN HISTORY
RECORDS THE
GROWTH OF THE
MOST IMPORTANT
SEGMENT OF THE
GREATER PHILA.
AREA NORRISTOWN**

24,186

ABC MARCH 31, 1953

Growing with the area, and helping to promote its growth—The Times Herald is the only newspaper on the "inside" . . . reaching an audience with over \$81,000,000 spendable income.

Times Herald •
NORRISTOWN, PA

Represented Nationally By The
Julius Mathews Special Agency

**High
Spot
Cities**

RETAIL SALES
(S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Nat'l	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

Pennsylvania

Allentown	303.6	103.2	99.2	12.63
Altoona	254.4	101.8	97.9	6.97
★ Bethlehem	423.7	106.1	102.0	7.88
★ Chester	366.7	110.0	105.8	8.25
★ Erie	396.4	106.1	102.0	16.41
Harrisburg	350.1	103.2	99.2	15.09
Johnstown	257.1	101.8	97.9	7.92
Lancaster	275.5	98.9	95.1	8.43
★ Norristown	310.3	108.7	104.5	4.50
★ Oil City	267.5	108.6	104.4	2.22
★ Philadelphia	362.0	107.2	103.1	218.30
Pittsburgh	336.2	97.8	94.0	97.16
★ Reading	301.1	111.2	106.9	14.12
Scranton	255.0	99.8	96.0	12.29
Wilkes-Barre	257.7	102.4	98.5	9.15
★ York	299.2	119.8	115.2	7.66

Rhode Island

Providence	271.8	100.9	97.0	30.69
Woonsocket	256.4	96.6	92.9	4.23

South Carolina

Charleston	361.0	100.5	96.6	8.99
★ Columbia	468.7	108.8	104.6	13.31
Greenville	402.7	103.2	99.2	9.02
Spartanburg	471.1	96.2	92.5	7.49

South Dakota

Aberdeen	430.9	97.8	94.0	3.49
Sioux Falls	295.0	96.1	92.4	5.87

Tennessee

★ Chattanooga	384.3	113.3	108.9	18.41
★ Knoxville	364.5	112.2	107.9	16.44
★ Memphis	361.9	104.7	100.7	42.02
Nashville	361.7	102.2	98.3	24.92

Texas

Amarillo	534.5	96.2	92.5	12.08
Austin	393.0	102.2	98.3	13.48
Beaumont	462.2	101.0	97.1	11.97
★ Corpus Christi	626.4	105.7	101.6	17.10
★ Dallas	477.7	110.4	106.2	70.74
★ El Paso	526.6	113.3	108.9	17.64
Fort Worth	552.1	102.4	98.5	44.00
Galveston	316.0	96.7	93.0	6.70
Houston	466.4	103.1	99.1	77.52

**27% MORE
DRUG SALES**

Woonsocket average family spending for drugs exceeds the R.I. family average by a fat 27%, as shown by the latest S.M. Survey of Buying Power. In short, it's a ready-made market over 100,000 strong that can give your sales a mighty welcome boost. Reach it through Woonsocket's one-and-only local daily, the —

**WOONSOCKET
CALL**

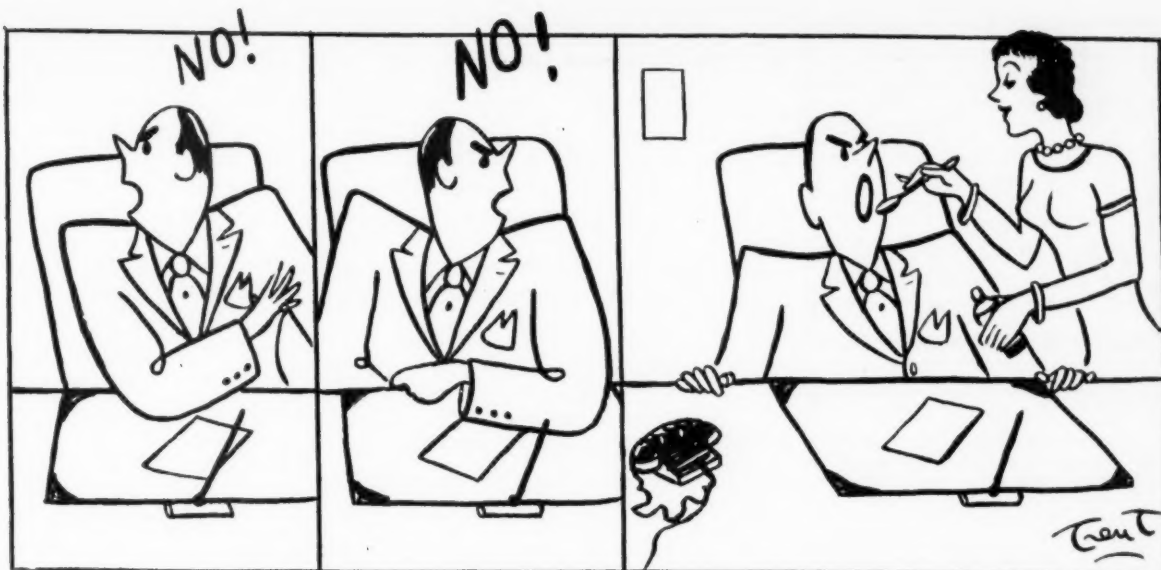
Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
**COVERS RHODE ISLAND'S
PLUS MARKET**

**on
the
Air**

WKOW-TV
Channel 27 CBS

MADISON, WIS.
Represented nationally by
HEADLEY-REED TV

SALES MANAGEMENT



RETAIL SALES (S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

RETAIL SALES (S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1939	1952	1952	1953

RETAIL SALES (S.M. Forecast for September, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	September
1941	1952	1952	1953

Texas (con't.)

Lubbock	635.4	100.8	96.9	11.50
San Antonio	458.4	103.0	99.0	40.43
★ Waco	511.3	106.3	102.2	10.84
Wichita Falls	400.5	97.1	93.4	8.05

Utah

Ogden	370.1	101.2	97.3	6.18
★ Salt Lake City	334.4	107.8	103.7	21.70

Vermont

Burlington	272.4	99.6	95.8	3.95
Rutland	243.4	98.8	95.0	2.41

Virginia

★ Lynchburg	334.6	105.9	101.8	6.09
Newport News	467.9	100.9	97.0	7.58
Norfolk	438.2	102.1	98.2	23.88
★ Portsmouth	526.2	109.6	105.4	7.42
Richmond	299.7	102.9	98.9	27.81
Roanoke	381.3	103.4	99.4	11.82

Washington

★ Seattle	337.1	106.0	101.9	60.21
Spokane	314.1	100.3	96.4	17.65
Tacoma	321.8	103.4	99.4	15.19
Yakima	315.4	98.4	94.6	6.15

West Virginia

Charleston	338.4	101.5	97.6	12.69
Huntington	319.5	98.8	95.0	8.53
★ Wheeling	287.5	105.0	101.0	7.85

Wisconsin

Appleton	336.5	100.4	96.5	4.61
★ Green Bay	300.4	106.2	102.1	6.79
Madison	351.5	102.3	98.4	10.65
★ Milwaukee	326.4	104.6	100.6	80.60
Racine	367.8	102.9	98.9	8.46
★ Sheboygan	285.3	106.3	102.2	4.45
Superior	261.1	99.6	95.8	3.29

Wyoming

★ Casper	524.2	104.3	100.3	5.19
Cheyenne	372.9	102.0	98.1	4.40

CANADA

	336.6	104.0	100.0	983.30
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Alberta

★ Calgary	559.5	112.8	108.5	24.62
★ Edmonton	610.8	113.0	108.7	24.80

British Columbia

Vancouver	432.5	99.3	95.5	53.24
Victoria	405.8	100.0	96.2	12.66

Manitoba

Winnipeg	373.5	102.3	98.4	43.29
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New Brunswick

★ Saint John	249.0	104.6	100.6	5.23
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Nova Scotia

Halifax	306.7	98.3	94.5	13.31
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Ontario

Hamilton	314.8	99.5	95.7	23.20
★ London	317.4	104.0	100.0	10.76
★ Ottawa	314.5	111.8	107.5	21.73
★ Toronto	350.7	109.2	105.0	118.91
★ Windsor	289.9	109.4	105.2	13.19

Quebec

Montreal	320.1	100.7	96.8	107.06
Quebec	333.4	100.0	96.2	17.87

Saskatchewan

★ Regina	450.6	114.8	110.4	14.51
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Newport, R. I. Market

When you advertise
to people with money
you just can't lose.

Newport's family income of \$6,341.
tops every city and county in the
state . . . \$1,070. higher than Rhode
Island and \$1,255. above the United
States average.

Sell this high-income market through
Newport County's only daily.

The Newport Daily News

NEWPORT, R. I.

Rep.: The Julius Mathews Special Agency

FREE

**CONSTANTLY CORRECTED
MAILING LISTS**

Manufacturers, Wholesalers, Retailers.
Hotels, Colleges and many others.

**ALL LISTS ON PLATES
WE CHARGE ONLY
FOR ADDRESSING**

100% Accuracy Guaranteed
Catalog on Request

SPEED-ADDRESS

48-01 42nd St., Long Island City 4, N. Y.
Stillwell 4-5922

world's largest manufacturer

of business airplanes needs top salesmen to work for worldwide dealer organization. Wanted: Experience in calling on top executives. Proved sales background. Must be competent pilot. Positions offer unlimited opportunities in rapidly-expanding aviation field to aggressive salesmen. Salary \$300-\$500 per month plus commissions. For information, write Cessna Aircraft Company, Wichita, Kansas.

Ideal opportunity for eastern manufacturer. Santiseptic Company will warehouse, stock and handle shipments to the Pacific Northwest or Pacific Coast. Write Mr. Floyd N. Averill, Jr., Santiseptic Company, 2829 N.E. Glisan Street, Portland 12, Oregon.

Executive type, experienced salesman in his 40's or 50's to place exclusive public relations service with leading local firms in residential building field. Opportunity for qualified applicant to establish permanent repeat business on liberal commission basis. Must be free to travel. Write Mr. R. Burt, Statler Hotel, New York City.

• • •

For further information on gifts featured in Part II of this issue, please write direct to the manufacturer or address:

Business Gifts Editor
Sales Management, Inc.
386 Fourth Avenue
New York 16, N. Y.

• • •

When Air Freight Is Practical for You

"Before you decide that the out-of-pocket cost of air freight precludes its use for your products," says Anthony B. Biondo, senior air cargo representative, Air France, "you must consider how it can lower total distribution costs, provide better service, a product of better quality, and in the end increase sales."

How can you apply these product and marketing factors to your business when you are deciding on air vs. land or water shipment?

1. Seasonal
 - a. Selling season may be extended.
 - b. Risk of sudden style changes may be reduced.
 - c. Supply and demand may be stabilized.
 - d. Late season openings are reduced.
2. Packaging
 - a. Lighter, cheaper packages are possible.
 - b. Handling, damage losses are less.
 - c. Unit packaging is possible.
 - d. Brand identity may be retained.
3. Perishability and Fragility
 - a. Market area may be extended.
 - b. Marketing life may be prolonged.
 - c. Waste and spoilage losses are reduced.
 - d. Quality of product reaching consumer may be improved.
4. Speed, Time and Emergency
 - a. Faster delivery may create a competitive advantage.
 - b. Inventory costs may be reduced.
 - c. Better inventory control is possible.
 - d. Terminal tie-ups because of freight congestion may be averted.
5. Capital Cost
 - a. Warehousing costs may be reduced.
 - b. Savings in interest charges and insurance costs are possible.
 - c. Personnel costs may be reduced.
 - d. Faster turnover of working capital is possible.

SEE PART II

This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

You'll find the answer to many of your own questions on what your own program should be. What other companies do. How much they spend. What they give.

Below is a sample of the questions answered by SM—based on confidential replies from executives in 1,311 different companies:

- How many give gifts?
- What they give?
- To whom?
- The price?
- Type of gift?
- How salesmen feel about program?
- Distribution and follow ups?
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- Most satisfactory gifts sent?
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The Scratch Pad

BY T. HARRY THOMPSON

Apropos of nothing, what ever became of the nystagmic Ritz Brothers? That's a \$2 word I just discovered. Means "eyeball-oscillating."

Before it turns cool, I want to say that it was Charles Dudley Warner and *not* Mark Twain who said (in 1890, in a letter to the *Hartford Courant*): "Everybody is talking about the weather, but nobody is doing anything about it."

London's medical journal, *The Lancet*, has a moral for copywriters in this couplet: "The goat that reeks on yonder hill has browsed all day on chlorophyll."

NIT—"You say he was a big, fat slob?"

WIT—"No; I said they buried him under a big, fat slab."

I'm glad Ed Jones suggested I write J. M. Huber Corp., Box 831, Borger, Tex., for the copy of *Huber News* containing: "On the Record . . . the 50th Birthday of Victor Red Seal" and nostalgic photos of Caruso, Schumann-Heink, Nellie Melba and others. Included was a souvenir recording of "Tell Me, Pretty Maiden," by Vess Ossman, billed as "The Banjo King," and first recorded in 1902. On the other side was the permanent-wave song, Sousa's immortal "Stars and Stripes Forever." It warmed the cockles of an old-timer's heart.

So vigorous is the revival of interest in candle-light that candles have become a \$23 million business in the United States, reports Mrs. Brett Howard, an authority in the field quoted by Curtis News-Briefs. Time was when we were dippy over dips at our house. We stockpiled tapers

in all colors of the rainbow, in quantities I would blush to mention.

Belles-Lettres Dep't: I wrote to The Johnson's Wax Program, asking them to give Robert Montgomery a lump of sugar and a pat on the withers for his magnificent performance in "Appointment in Samarra," saying the significance of the title was lost on me.

Back came a letter from Robert Montgomery himself: "Concerning the title, 'Appointment in Samarra,' John O'Hara selected this title from the foreword to 'Sheppey' by Somerset Maugham. I am enclosing the legend to which Mr. Maugham refers. Its actual origin is unknown as far as we can trace. I hope this will answer your question." The legend:

There was a merchant in Bagdad who sent his servant to the market to buy provisions and, in a little while, the servant came back, white and trembling, and said:

"Master, just now, when I was in the market-place, I was jostled by a woman in the crowd. And, when I turned, I saw it was Death who jostled me.

"She looked at me and made a threatening gesture. Lend me your horse and I will ride away from this city and avoid my fate. I will go to Samarra and there Death will not find me."

The merchant lent him his horse and the servant mounted it and he dug his spurs into its flanks, and, as fast as the horse could gallop, he went.

Then the merchant went down to the market-place and he saw Death standing in the crowd, and he came to her and he said: "Why did you make a threatening gesture to my servant when you saw him this morning?"

"That was not a threatening gesture," Death said. "It was only a start of surprise. I was astonished to see him in Bagdad, for I had an appointment with him tonight in Samarra."

Punch-line from *Punch* (London): "What is the best sentence in the English language?" asks a writer. 'Enclosed find cheque' would take some beating." (Forwarded by Harry Klein.)

Trivia Dep't: If you are wasting toilet-soap because your tile soap-dish lets it get as soggy as a handful of fresh liver, your 5 & 10 has a pliable plastic insert for a dime, with prongs top and bottom which let the air get at the cake and dry it after each using. Trade-name: "Dry Bottom."

Pithy Paragraphs Pilfered from *Pause* of Pittsburgh: "A lot of women are trying to see who can get the most out of an evening-gown . . . When you know the right answers, no one asks you the right questions . . . Why is it that, the less a man knows, the longer it takes him to tell it? . . . One of the smallest packages we ever saw was a man wholly wrapped up in himself . . . Living in the past has one thing in its favor: It's cheaper . . . To be an interesting conversationalist, you must let others do at least 90% of the talking . . . The high cost of earning a big salary is driving many executives into retirement . . . Be true to your teeth or, Brother, they will be false to you. . . A fool and his money are soon parted," makes sense, but the cause for wonder is—how they got together."

"Here are the coolest, quickest Collins you've ever poured!" says Canada Dry Collins Mixer. It are?

A hearty eructation to that cigarette "conga" commercial!

I'm probably a minority of one, but I think the real threat to America is not the Russians but a handful of Americans . . . the selfish interests clamant for higher wages on the one hand and higher prices on the other. There's a busting-point somewhere.

In reprisal for a soap-opera that is blasting from a neighboring window, I think I'll concoct a soap to be called "Duzn't." With a slogan: "Duzn't doesn't do a damn thing."

At first, truce was stranger than friction in Korea.

put it in

CAPS

COMMERCIAL APPEAL — PRESS-SCIMITAR



There Are No Blues On Beale Street . . .

There are no Blues on Beale Street—or in metropolitan Memphis—except in the notes of that ageless melody composed by a famous Memphian—W. C. Handy. We are eating "high on the hog" down in our part of Dixie. Shelby County . . . with Memphis—the Capital City of the Mid-South Empire—its county seat . . . will consume well over one hundred million dollars of food products in 1953. That's a lot of groceries.

If you project that retail food figure into the trading area, it will approach four hundred million dollars.

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Two dailies and The South's Greatest Sunday Newspaper.

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The plan can help you, as it is helping others, build a strong brand position with consumers. It is a proved procedure that pays off week

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If you can't put your finger on brand advertising results, why not follow the methods used by those who do? We will be glad to supply for your study case histories of the consumer-franchise plan in action.

A Tribune representative will be glad to work out with you an application of the plan that will increase your sales at once and give you a solid base for future expansion. Why not get in touch with him now?

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